

**THE PRESENTATION OF WORKFORCE
INFORMATION IN BUDGET DOCUMENTS**



OFFICE OF LEGISLATIVE OVERSIGHT
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EXECUTIVE SUMMARY

During annual budget worksessions, Councilmembers must plough through large amounts of information in a relatively short time. The purpose of this Office of Legislative Oversight (OLO) project is to improve the alignment between the information presented in budget documents and Councilmembers' questions about the size and cost of the agencies' workforces.

Specifically, the Council asked OLO to survey and compare how workforce information is presented in the annual budget documents submitted to the Council from the five major County and bi-County agencies: Montgomery County Government; Montgomery County Public Schools; Montgomery College; Maryland-National Capital Park and Planning Commission; and Washington Suburban Sanitary Commission. OLO also examined a sample of budget documents from other local government jurisdictions that contain similar types of information.

OLO found that while the agencies provide the Council with some common workforce information, the differences among agency budget submissions are significant. Specifically:

- Agency budget submissions all contain data on the size and cost of each agency's respective workforce. All five agencies provide text, tables, and charts that convey information about historic, current, and recommended future positions, workyears, and costs of salaries and benefits; and all five describe recommended changes in workforce size and compensation adjustments for the upcoming fiscal year.
- The variation in the structure and format of each agency's budget submission results in notable differences both in the content and presentation of workforce data. The agencies employ different terms for measuring the size of the workforce; present personnel information in different time frames and level of detail; and take different approaches regarding: the use of text, tables, and charts to present personnel information

OLO recommends that the Council focus on obtaining personnel-related information that assists the Council establish fiscal policies, set funding priorities, and determine bottom-line appropriation levels. By law, the Council establishes fiscal policy, sets funding priorities, and decides annual appropriation levels for County-funded agencies. OLO recommends that the Council request workforce information from the agencies that, consistent with this role, supports the Council's decision-making. In particular, OLO recommends that the Council seek personnel information that:

- Does not focus exclusively on marginal changes but also informs the Council about the personnel costs associated with continuing existing programs;
- Explains how changes in workforce size would affect service delivery for existing programs;
- Identifies opportunities to fund new initiatives through reallocation of existing resources;
- Identifies budget cost drivers, that is, the policies, externalities, and other factors that most significantly influence agency funding requests; and,
- Affects relatively large portions of an agency's budget.

OLO recommends that the Council use the FY08 budget worksessions to assess whether each agency's budget submission provides personnel information in a way that sufficiently informs Council fiscal and policy decision-making. Councilmembers should consider whether the content and format of the agency budget documents adequately meet the Council's information needs. Based on this assessment, the Council may request changes to FY09 agency budget submissions.

Before FY08 operating budget worksessions begin, OLO staff will consult with Council Committee Chairs about scheduling a pre-budget briefing for each Committee to review how personnel-related data currently are presented in budget submissions; the types of workforce questions that are readily answered by the current displays; and, how other governments present personnel data in annual budget submissions.

OLO recommends that, at the completion of the FY08 budget season, Council Committees hold worksessions to determine what changes, if any, the Council should request to agency presentation of personnel information in future year budget submissions. Council Committees should ask agency representatives about the types of personnel data that are available and the agencies' respective needs to report budget information to the public and other interested parties.

OLO recommends that each Council Committee discuss, for example, what specific data and formats included in each agency's FY08 budget submission (e.g., text, tables, and charts) were most helpful in informing the Council's decisions. Councilmembers also should consider whether the data on workforce size, multi-year trends, base budget costs, and marginal costs adequately served the Council's information needs.

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**THE PRESENTATION OF WORKFORCE INFORMATION
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DEFINITIONS

In this report, the following words or terms have the meaning as indicated below:

Actual Expenditure	The amount of money actually spent in a past fiscal year.
Authorized Positions	The number of positions allowed by the budget in the approved personnel complement.
Base Position	An existing approved position.
Benefits	Payments by the employer for social security taxes, retirement contributions, and group insurance.
Budgeted	The amount of dollars, positions, or workyears approved through the budget process for a given year.
Chargeback	A cost that is chargeable to another agency or fund.
Compensation	Payment made to employees in return for services including salaries, wages, employee benefits and other forms of remuneration.
County Agency	One of the five major County and bi-County agencies (Montgomery County Government, Montgomery County Public Schools, Montgomery College, Maryland-National Capital Park and Planning Commission, and the Washington Suburban Sanitary Commission) for which funds are appropriated or for which budgets are approved by the County Council.
Current Year	The present fiscal year; the fiscal year during which a budget document is produced.
Department	A primary organizational unit within a government or agency.
Division	A primary organizational unit within a department.
EEOC	Equal Employment Opportunity Commission.

Employment Category	A grouping of job classifications consisting of positions that perform similar or related functions.
Estimated Expenditure	The amount of money estimated to be expended by the end of the current fiscal year.
Fiscal Year	The 12-month period to which the annual operating budget and its appropriations apply. The fiscal year for Montgomery County agencies starts on July 1 and ends on June 30.
Full Time Equivalent (FTE)	Method of equating full-time and part-time employees to a full-time basis.
General Fund	The principal operating fund for the County Government. It is used to account for all financial resources except those required by law, County policy, and generally accepted accounting principles to be accounted for in another fund.
Lapse	The unused salary associated with a position that is vacant for a portion of a budget year.
Merit System	An employee recruitment, selection, and development system in which personnel actions are based on demonstrated merit and fitness.
MCPS	Montgomery County Public Schools.
M-NCPPC	Maryland National Capital Park and Planning Commission. A bi-county agency that provides services to both Montgomery and Prince George's Counties. For the purpose of this report, the term M-NCPPC refers to the Montgomery County portion of the bi-County agency.
Non-Tax Supported Fund	A revenue fund supported by revenues other than taxes.
Non-Tax Supported Position	A position funded by revenues other than taxes.
Operating Budget	A comprehensive plan by which a government or agency funds operating programs in a single fiscal year.
Operating Expense	Costs (other than expenditures for personnel and capital outlay) which are necessary to support the operation of an organization.

Personnel Complement	A listing of an organization's positions.
Personnel Costs	Expenditures for salaries, wages, and benefits payable to employees.
Personnel Expenditure	A decrease in the net financial resources of the County due to the payment of salaries and benefits.
Position	Identified jobs into which persons may be hired on a part-time or full-time basis.
Previous Year	The most recently completed fiscal year.
Program	A service, function, or set of activities which address a specific responsibility or goal within an agency's mission.
Recommended Budget	A proposed annual operating budget recommended to the Council by the elected or appointed leadership of a County agency.
Salaries and Wages	Monetary compensation to employees in the form of annual or hourly rates of pay.
Tax Supported Fund	A revenue fund supported by tax revenues.
Tax Supported Position	A position funded by tax revenues.
Upcoming Year	The fiscal year immediately following the current year.
WSSC	Washington Suburban Sanitary Commission
Workyear	A standardized unit for measurement of government personnel effort and costs. For many government functions, a workyear is the equivalent of 2,080 workhours or 260 workdays.

CHAPTER I: INTRODUCTION

A. Authority

Council Resolution 15-1554, FY 2007 Work Program of the Office of Legislative Oversight adopted July 25, 2006.

B. Purpose, Scope, and Methodology

During annual budget worksessions, Councilmembers must plough through large amounts of information in a relatively short time. At times, it is difficult to extract from County and bi-County agency budget submissions the information that Councilmembers find most relevant to their role in establishing fiscal policy, setting funding priorities, and making final appropriation decisions. The purpose of this Office of Legislative Oversight (OLO) project is to improve the alignment between the information presented in budget documents and Councilmembers' questions about the size and cost of the agencies' workforces.

The Council asked OLO to survey and compare how workforce information is presented in the annual budget documents submitted to the Council from the five major County and bi-County agencies:

- Montgomery County Government;
- Montgomery County Public Schools;
- Montgomery College;
- Maryland-National Capital Park and Planning Commission; and
- Washington Suburban Sanitary Commission.

OLO also examined a sample of budget documents from other local government jurisdictions that present similar types of information. A list of these jurisdictions is found in the Appendix.

For purpose of this report, OLO uses the term "County agencies" to refer to the five agencies listed above. Further, OLO defined workforce or personnel information as text and data presentations that indicate:

- Total number of positions or the number of positions by job title, classification and organizational unit;
- Total number of workyears or the number of workyears by organizational unit; or,
- The cost of employee salaries and benefits.

OLO examined personnel information presented either for a single year or for multi-year periods, and identified budget documents that display trends or annual changes in positions, workyears, and/or personnel costs. OLO's focus was to locate personnel summaries intended to give "big picture" information to the reader in simplified form. As such, this report does not include exhibits that contain detailed information that exceeds two pages.

In order to differentiate between presentation methods, this report identifies the types of questions answered by each exhibit. For exhibits from other jurisdictions, OLO also provides an assessment of how these presentations differ from those available in the County agency budget documents.

OLO did not include as exhibits in this report any text, tables, or charts that primarily present information regarding compensation levels, employee contracts, and collective bargaining agreements. And consistent with this, OLO's findings are limited to addressing the content and format of personnel information in budget documents, and not on the appropriateness of agency staffing levels or personnel expenditures.

C. Organization of Report

Chapter II, Government/Agency Level Budget Presentations, presents agency level personnel summaries from County agency and other jurisdiction budget documents.

Chapter III, Department/Program Level Budget Presentations, presents department or program level personnel summaries from County agency and other jurisdiction budget documents.

Chapter IV presents the Office of Legislative Oversight's **Findings and Recommendations**.

E. Acknowledgements

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Alison Davis, M-NCPPC	Marshall Spatz, MCPS

CHAPTER II: GOVERNMENT/AGENCY LEVEL BUDGET PRESENTATIONS

A. Chapter Overview

This chapter presents a series of exhibits that display summary personnel information for local governments or for local government agencies. Sections 1 through 5 contain exhibits that present information from County agency budget and personnel documents.

Section II – 1: Montgomery County Government Exhibits

Section II – 2: Montgomery County Public Schools Exhibits

Section II – 3: Montgomery College Exhibits

Section II – 4: Maryland-National Capital Park and Planning Commission Exhibits

Section II – 5: Washington Suburban Sanitary Commission Exhibits

Section 6 includes exhibits that combine agency-level personnel information for multiple County agencies.

Section II – 6: County Multi-Agency Exhibits

The final section (Section 7) contains exhibits from other jurisdictions' budget documents.

Section II – 7: Exhibits from Other Jurisdictions.

B. Introduction to Exhibits

For this chapter, OLO selected exhibits that display summary personnel information at the government- or agency-level. These displays include personnel information consolidated from multiple departments or other sub-units of the government or agency.

Each exhibit in this chapter is copied directly from a budget document. OLO did not re-format or edit any of the exhibits. OLO reproduced most exhibits in approximately the same size as they appear in their respective source documents. In a few cases, OLO adjusted the exhibit size to fit into the format of this report.

While OLO did not edit any text, tables, or graphs that appear as exhibits, OLO truncated some relatively lengthy exhibits in which the same types of information are repeated multiple times in the same format. In a few cases, this report presents only the portion of the exhibit that displays personnel information. Any exhibit that shows only a portion of the presentation from the source document is labeled as an "excerpt."

County Agency Exhibits: Sections 1 through 5 include tables and charts found in County agency budget documents that present summary agency-level personnel information. OLO selected exhibits from recommended budget submissions and other documents presented to the County Council during budget season.

OLO selected County agency exhibits from budget submissions that were available to the Council during its FY07 operating budget deliberations. OLO did not select County agency exhibits from documents (including approved County agency budgets) produced after the completion of Council budget deliberations. Exhibits from County agency Personnel Management Review documents include information for previous years and do not display current fiscal year estimates or upcoming fiscal year recommendations.

County Multi-Agency Exhibits: Section 6 contains exhibits that present combined personnel information from different Montgomery County agencies. OLO selected the multi-agency exhibits from documents that were available to the Council during its FY07 operating budget deliberations.

Exhibits from Other Jurisdictions: Section 7 contains sample personnel exhibits from other jurisdictions. OLO chose exhibits from other jurisdictions that present a different type of information or a different presentation format than found in County agency budget documents. For other jurisdictions, OLO selected exhibits from either recommended or approved budget documents.

Additional Information: This report identifies the source document for each exhibit. Following each exhibit, OLO lists the key personnel questions answered by the information presented in the exhibit. In addition, for exhibits from other jurisdictions, OLO describes how the exhibit differs from those prepared by Montgomery County agencies.

C. Index of Chapter II Exhibits

The table below shows the page numbers for each section of this chapter. The table also lists the documents that serve as the sources for this chapter's exhibits.

Section	Report Pages	Source Document(s)
II-1: County Government	5 - 13	<ul style="list-style-type: none">• County Executive's FY07 Recommended Operating Budget• County Government FY05 Personnel Management Review
II-2: MCPS	14 - 17	<ul style="list-style-type: none">• Superintendent's FY07 Operating Budget & Personnel Complement• MCPS Citizens Budget FY07
II-3: Montgomery College	18 - 25	<ul style="list-style-type: none">• Montgomery College Operating Budget Request FY 2007
II-4: M-NCPPC	26- 30	<ul style="list-style-type: none">• M-NCPPC Proposed Annual Budget Fiscal Year 2007• M-NCPPC FY 2005 Personnel Management Review
II-5: WSSC	31 - 37	<ul style="list-style-type: none">• WSSC Proposed Budget Fiscal Year 2007
II-6: Multi-Agency	38 - 42	<ul style="list-style-type: none">• County Executive's FY07 Recommended Operating Budget• Council Staff Director Memorandum to County Council (4/18/06)
II-7: Other Jurisdictions	43 - 49	Budget documents from <ul style="list-style-type: none">• City of San Diego• San Diego County• Miami-Dade County• City of Boston

Section II – 1:

Montgomery County Government Exhibits

**Government/Agency Level Exhibit #1
Montgomery County Government**

**MONTGOMERY COUNTY GOVERNMENT WORKFORCE CHANGE SUMMARY
COUNTY EXECUTIVE RECOMMENDED: FY07**

	POSITIONS		WORKYEARS		TOTAL WYs
	Full Time	Part Time	Tax Supported	Non-Tax Supp.	
FY06 APPROVED COMPLEMENT	8,133	1,078	7,806.9	1,281.6	9,088.5
FY07 RECOMMENDED COMPLEMENT	8,521	1,121	8,168.0	1,317.6	9,485.6
CHANGE IN WORKFORCE (GROSS)	388	43	361.1	36.0	397.1
Percentage Change	4.8%	4.0%	4.6%	2.8%	4.4%

Source: County Executive's Recommended FY07 Operating Budget and Public Services Program; page 7-19

Key Personnel Questions Answered by this Exhibit

- How many positions (full-time and part-time) and total workyears are funded in the current year approved budget?
- How many full-time and part-time positions are requested for the upcoming year?
- What is the current and recommended allocation of workyears between tax-supported and non-tax supported funds?
- What are the recommended percent changes in the workforce (i.e. full-time positions, part-time positions, and workyears) between the recommended and the current year approved budgets?

**Government/Agency Level Exhibit #2
Montgomery County Government**

FY07 COUNTY EXECUTIVE RECOMMENDED COMPENSATION ADJUSTMENTS	
GENERAL WAGE ADJUSTMENTS/SERVICE INCREMENTS	
Non-represented (non-public safety)	7,196,650
MCGEO and uniformed public safety mgmt.	13,523,490
FOP members and uniformed Police mgmt.	4,872,930
IAFF members and uniformed Fire mgmt.	5,751,560
TOTAL \$	31,344,630
NON-REPRESENTED PERFORMANCE PAY	1,041,670
MLS PERFORMANCE PAY	158,090
TOTAL PERFORMANCE PAY \$	1,199,760
TOTAL COMPENSATION ADJUSTMENTS	\$ 32,544,390

Source: County Executive's Recommended FY07 Operating Budget and Public Services Program;
page 7-1

Key Personnel Questions Answered by this Exhibit
<ul style="list-style-type: none">• What is the cost of the recommended General Wage Adjustment/Service Increment for each collective bargaining unit and for non-represented employees?• What is the cost of the recommended budget for performance pay awards?• What is the cost of the total recommended compensation adjustment for the upcoming year?

Government/Agency Level Exhibit #3 Montgomery County Government

WORKFORCE ANALYSIS

Basis: Workforce Analysis has been performed on changes to tax supported and non-tax supported workyears (WYs) in the Executive's Recommended FY07 Operating Budget for the County government. Overall changes are calculated in comparison to the Approved Personnel Complement for FY06, which began on July 1, 2005. Changes shown reflect such factors as the addition of grant-funded positions; abolishments and creations to implement approved job sharing agreements; technical adjustments to remove positions currently associated with "group positions" which can contain unlimited numbers of employees (temporary, seasonal, or contractual), but are defined by the amount of service in terms of workyears that they are to provide; and other miscellaneous changes. Changes recommended by the Executive for FY07 are in three categories: current year position changes due to supplemental appropriations or other actions, new fiscal year position changes scheduled to take effect July 1, 2006, and position changes scheduled for later in the fiscal year. In the latter case, the workyear change will be prorated for the portion of the year it is recommended.

Summary: The recommended budget includes funding for 8,521 full-time positions, a net increase of 388 from the approved FY06 Personnel Complement of 8,133 full-time positions. Funding for 1,121 part-time positions is included, a net increase of 43 positions from the approved FY06 Personnel Complement of 1,078 positions.

Tax supported workyears account for 86.1 percent of the County's total workyears. Total tax supported workyears will increase to 8,168.0 WYs in FY07, an increase of 361.1 WYs or 4.6 percent.

Total County government workyears will increase to 9,485.6 WYs in FY07, an increase of 397.1 WYs or 4.4 percent. When measured relative to population, total workyears per thousand population will increase from 9.27 in FY95 to 9.84 in FY07, an increase of 6.1 percent.

Of the County's 8,168.0 tax supported workyears proposed for FY07, Public Safety departments account for 47.2 percent, or 3,858.9 workyears. Public Safety workyears will increase by 244.6 workyears, or 6.8 percent from FY06 levels.

Detailed below are the significant net changes in the number of tax supported workyears in the FY07 Recommended Budget.

Program Changes (tax supported)	WYs
• Corrections – increased staffing at Montgomery County Correctional Facility	37.7
• Health and Human Services – expanded health and social services initiatives	39.0
• Police – continuation of Police Chief's staffing plan	91.2
• Fire and Rescue – first phase of four-person staffing, Clarksburg service	78.7
• Recreation – staffing for pool operations, after-school activities and adult education classes	14.4
• Transit Services – expanded bus service	32.1

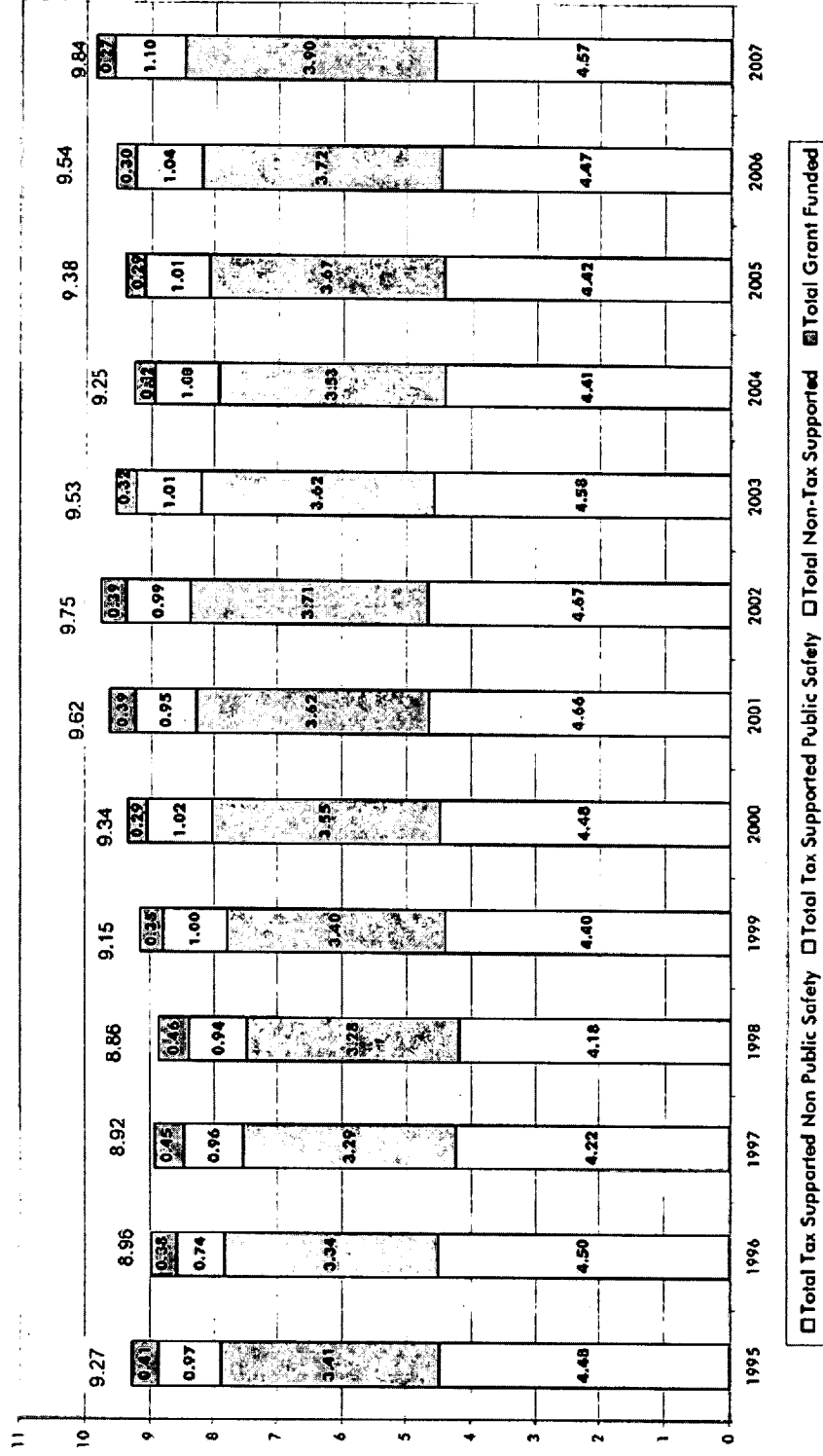
Source: County Executive's Recommended FY07 Operating Budget and Public Services Program, page 7-4

Key Personnel Questions Answered by this Exhibit

- What are the total recommended numbers of positions (full-time and part-time) and workyears for the upcoming year? What are the recommended percent changes in both total workyears and tax supported workyears?
- What are the current and recommended numbers of workyears per every 1,000 County residents?
- Which program changes (listed by department) account for the most significant increases in recommended workyears?

Government/Agency Level Exhibit #4 Montgomery County Government

**HISTORY OF APPROVED COUNTY GOVERNMENT WORKYEARS PER 1,000 POPULATION
BY FUNDING CATEGORY: FY95-FY06 Approved, FY07 Recommended**



Source: D-3

Source: County Executive's Recommended FY07 Operating Budget and Public Services Program; page 7-22

Government/Agency Level Exhibit #4
Montgomery County Government
(Continued)

Key Personnel Questions Answered by this Exhibit
<ul style="list-style-type: none">• How many workyears, per every 1,000 County residents, were approved in the County Government's budget for each of the past 12 years?• How does the number of workyears, per every 1,000 County residents, recommended for the upcoming year compare to the numbers for previous 11 years?• How has the allocation of County Government workyears among tax supported non-public safety positions, tax supported public safety positions, non-tax supported positions, and grant funded positions changed over the past 12 years?

Government/Agency Level Exhibit #5
Montgomery County Government

SCHEDULE F-3

TEN-YEAR HISTORY OF COUNTY GOVERNMENT WORKYEARS BY FUNCTION											
FUNCTION	FY98	FY99	FY00	FY01	FY02	FY03	FY04	FY05	FY06	APPROVED	REC FY07
General Government	527.6	562.5	585.2	631.8	664.7	665.2	665.7	660.6	675.7		698.9
Public Safety	2,718.8	2,823.6	2,902.1	3,027.1	3,123.0	3,112.4	3,131.5	3,295.6	3,462.3		3,691.9
Public Works & Transportation	1,271.8	1,316.5	1,348.2	1,388.3	1,423.3	1,435.7	1,437.1	1,509.4	1,482.1		1,528.7
Health & Human Services	1,247.0	1,248.1	1,281.2	1,370.2	1,402.6	1,435.2	1,423.3	1,436.9	1,475.9		1,501.6
Culture & Recreation	771.2	809.6	847.3	880.0	865.5	844.7	844.2	833.3	844.9		868.7
Community Development & Housing	282.4	287.1	296.8	310.2	315.8	317.7	317.7	317.9	322.5		334.0
Environment	34.1	33.6	36.8	36.9	38.8	42.3	42.8	42.7	44.7		46.9
Non-Departmental Accounts	1.0	21.6	20.3	1.0	1.4	3.2	1.6	1.4	3.2		2.9
Liquor Control	236.5	255.3	268.7	273.9	274.1	286.1	292.2	293.2	321.2		342.1
Subtotal	7,090.4	7,357.9	7,586.6	7,919.4	8,109.2	8,142.5	8,176.1	8,391.0	8,632.5		9,015.7
Plus Council & Judicial Offices*	367.1	386.8	397.0	436.5	444.0	453.5	438.5	446.1	456.0		469.9
TOTAL COUNTY GOVERNMENT	7,457.5	7,744.7	7,983.6	8,355.9	8,553.2	8,596.0	8,614.6	8,837.1	9,088.5		9,485.6
GOVERNMENT WORKYEARS PER 1000 POPULATION											
General Government	0.6	0.7	0.7	0.7	0.8	0.7	0.7	0.7	0.7		0.7
Public Safety	3.2	3.3	3.4	3.5	3.6	3.4	3.4	3.5	3.6		3.8
Public Works & Transportation	1.5	1.6	1.6	1.6	1.6	1.6	1.6	1.6	1.6		1.6
Health & Human Services	1.5	1.5	1.5	1.6	1.6	1.6	1.6	1.5	1.5		1.6
Culture & Recreation	0.9	1.0	1.0	1.0	1.0	0.9	0.9	0.9	0.9		0.9
Community Development & Housing	0.3	0.3	0.3	0.4	0.4	0.4	0.3	0.3	0.3		0.3
Environment	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0
Non-Departmental Accounts	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0
Liquor Control	0.3	0.3	0.3	0.3	0.3	0.3	0.3	0.3	0.3		0.4
Total County-Less Elective Offices	8.5	8.7	8.9	9.1	9.2	9.0	8.9	8.9	9.1		9.4
Plus Council & Judicial Offices*	0.4	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5		0.5
TOTAL COUNTY GOVERNMENT	8.9	9.2	9.3	9.6	9.8	9.5	9.4	9.4	9.5		9.8
Population	837,000	846,000	855,000	866,000	877,000	903,000	914,000	942,000	953,000		964,000
Historical Workyears and Population reflect the Original Approved Budget											
* Includes officials and staff of offices headed by elected officials											

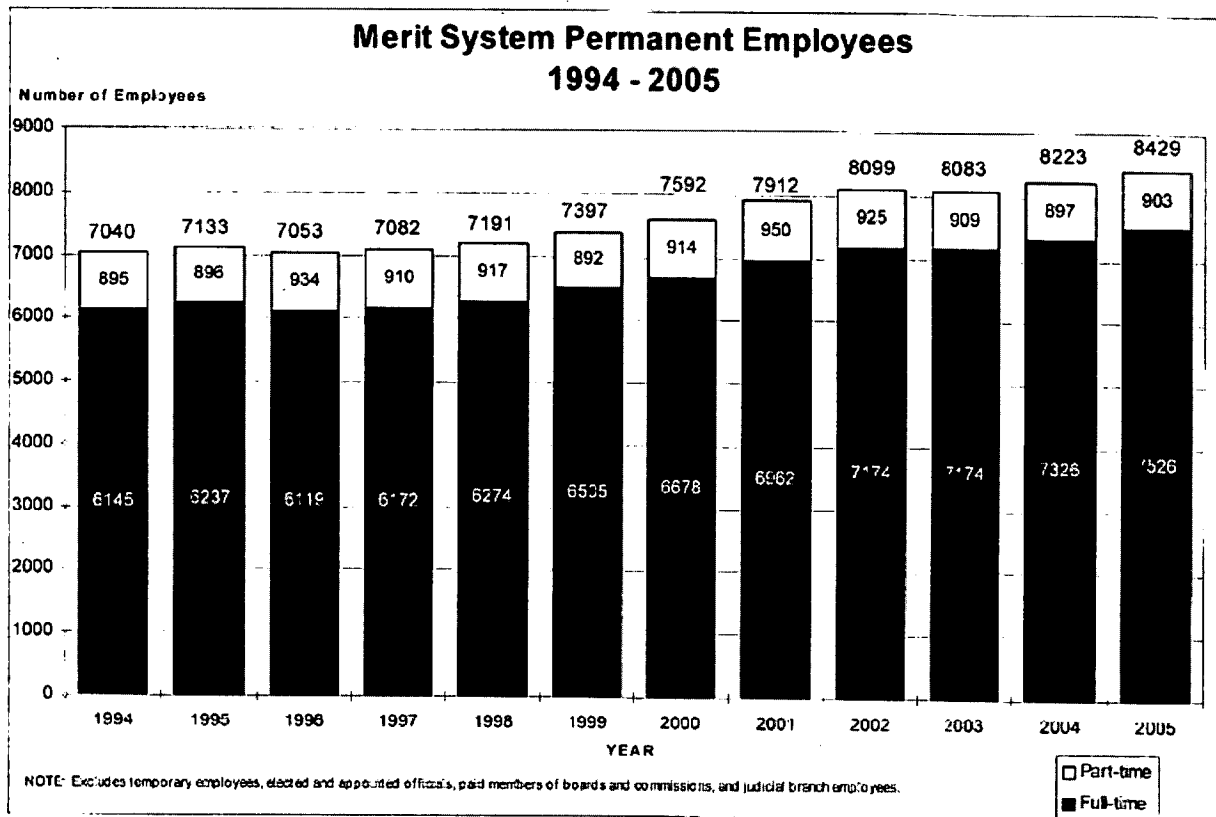
* Historical Workyears and Population reflect the Original Approved Budget
Includes officials and staff of offices headed by elected officials

Source: County Executive's Recommended FY07 Operating Budget and Public Services Program;
page 74-4

Government/Agency Level Exhibit #5
Montgomery County Government
(Continued)

Key Personnel Questions Answered by this Exhibit
<ul style="list-style-type: none">• How many workyears were approved in each of the past nine years? How does the recommended number of workyears for the upcoming year compare with the numbers for previous years?• How have changes in total County Government workyears over the past decade compared with changes in the County's total population over the same time period?• How has the relative allocation of County Government workyears among the major government functions (e.g. General Government, Public Safety, and Public Works and Transportation) changed over the past decade?• How have changes in total workyears within each government function affected those functions' total workyears, per every 1,000 County residents?

Government/Agency Level Exhibit #6 Montgomery County Government

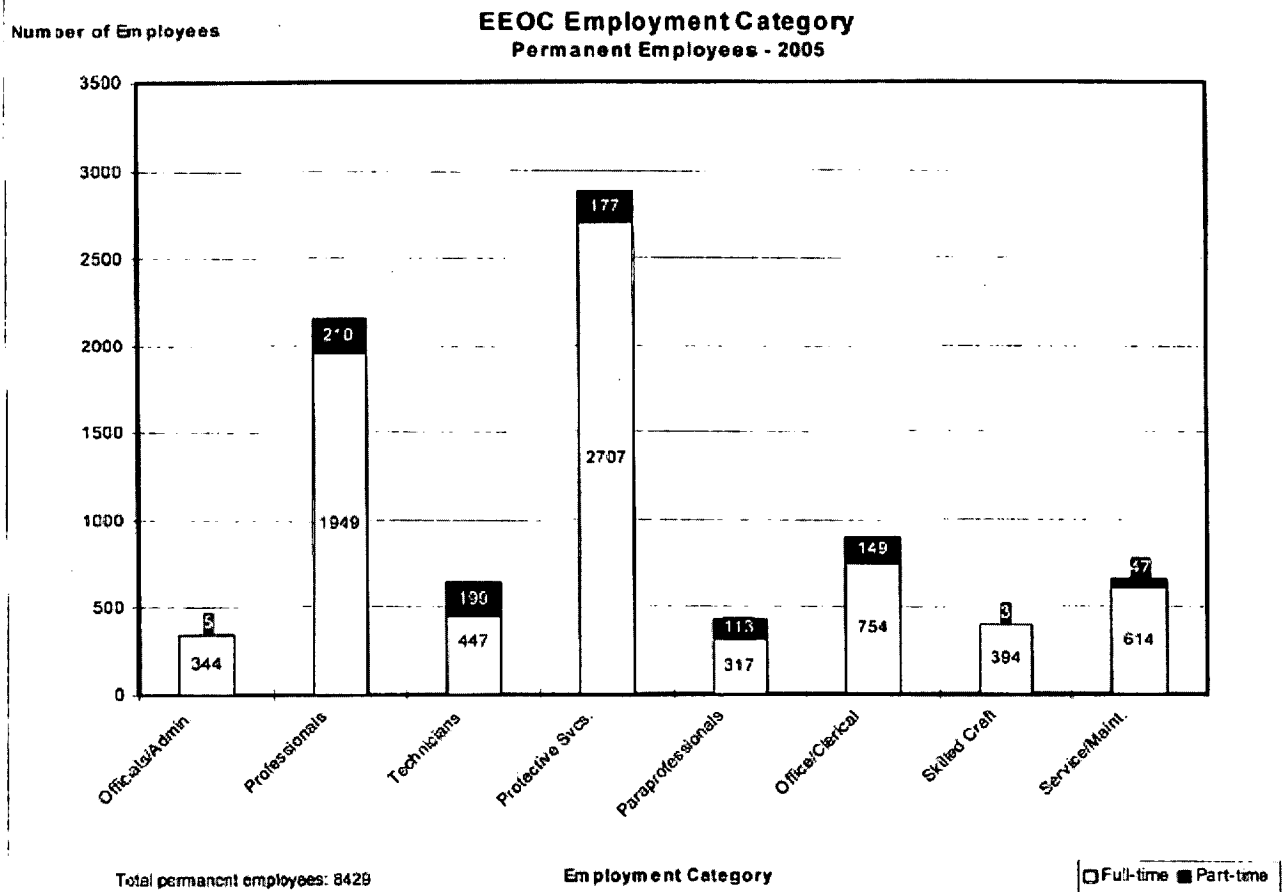


Source: Montgomery County Government Personnel Management Review, 2005; page A6

Key Personnel Questions Answered by this Exhibit

- How did the total number of merit system permanent employees change over a recent 12-year period?
- How did the number of full time and part time merit system employees change over a recent 12-year period?

Government/Agency Level Exhibit #7 Montgomery County Government



Source: Montgomery County Government Personnel Management Review, 2005; page A17

Key Personnel Question Answered by this Exhibit

- What was the allocation of full time and part time employees in each EEOC employment category during a recent year?

Section II – 2:
Montgomery County Public Schools Exhibits

Government/Agency Level Exhibit #8
Montgomery County Public Schools
SUMMARY OF RESOURCES
BY OBJECT OF EXPENDITURE

OBJECT OF EXPENDITURE	FY 2005 ACTUAL	FY 2006 BUDGET	FY 2006 CURRENT	FY 2007 BUDGET	FY 2007 CHANGE
POSITIONS					
Administrative	637,000	673,000	677,000	712,000	35,000
Professional	11,209,480	11,513,530	11,547,030	11,742,190	195,160
Supporting Services	7,754,789	7,945,704	7,950,829	8,196,502	245,673
TOTAL POSITIONS	19,601,279	20,132,234	20,174,859	20,650,692	475,833
01 SALARIES & WAGES					
Administrative	\$65,882,524	\$71,116,662	\$71,496,776	\$79,018,315	\$7,521,539
Professional	712,396,268	761,964,273	763,151,973	803,733,021	40,581,048
Supporting Services	255,075,403	279,272,257	279,212,889	300,205,792	20,992,903
TOTAL POSITION DOLLARS	1,033,354,195	1,112,353,192	1,113,861,638	1,182,957,128	69,095,490
OTHER SALARIES					
Administrative	392,228	267,000	267,000	267,000	
Professional	53,665,554	58,177,336	58,350,509	59,554,443	1,203,934
Supporting Services	24,342,334	16,830,661	17,167,885	19,075,212	1,907,327
TOTAL OTHER SALARIES	78,400,116	75,274,997	75,785,394	78,896,655	3,111,261
TOTAL SALARIES AND WAGES	1,111,754,311	1,187,628,189	1,189,647,032	1,261,853,783	72,206,751
02 CONTRACTUAL SERVICES	24,469,496	24,058,166	22,240,449	23,289,517	1,049,068
03 SUPPLIES & MATERIALS	58,907,678	66,103,558	66,280,200	71,579,885	5,299,685
04 OTHER					
Staff Dev & Travel	2,160,810	3,062,996	3,080,401	3,235,363	154,962
Insur & Fixed Charges	309,798,992	333,342,171	333,969,517	360,592,374	26,622,857
Utilities	32,438,647	32,673,093	32,673,093	43,343,705	10,670,612
Grants & Other	48,785,604	51,688,244	51,577,701	54,385,598	2,807,897
TOTAL OTHER	393,184,053	420,766,504	421,300,712	461,557,040	40,256,328
05 EQUIPMENT	14,139,260	15,179,737	15,192,761	16,005,827	813,166
GRAND TOTAL AMOUNTS	\$1,602,454,788	\$1,713,736,154	\$1,714,661,154	\$1,834,286,152	\$119,624,998

Source: Superintendent's Recommended FY07 Operating Budget and Personnel Complement; page ii-1, Table 1

Key Personnel Questions Answered by this Exhibit
<ul style="list-style-type: none"> • How do the recommended numbers of positions for the upcoming year compare to the budgeted numbers of positions for the current year and actual number of positions for the previous year? • What is the current and recommended allocation of MCPS positions by type (i.e. administrative, professional, supporting services)? • How do the recommended personnel expenditures for the upcoming year compare to budgeted personnel expenditures for the current year and actual personnel expenditures for the previous year? How do personnel expenditures compare with total agency expenditures for each year? • How much does MCPS budget for "other salaries" (which include salaries for substitute and summer teachers and other temporary or seasonal employees)?

**Government/Agency Level Exhibit #9
Montgomery County Public Schools
ALLOCATION OF STAFFING**

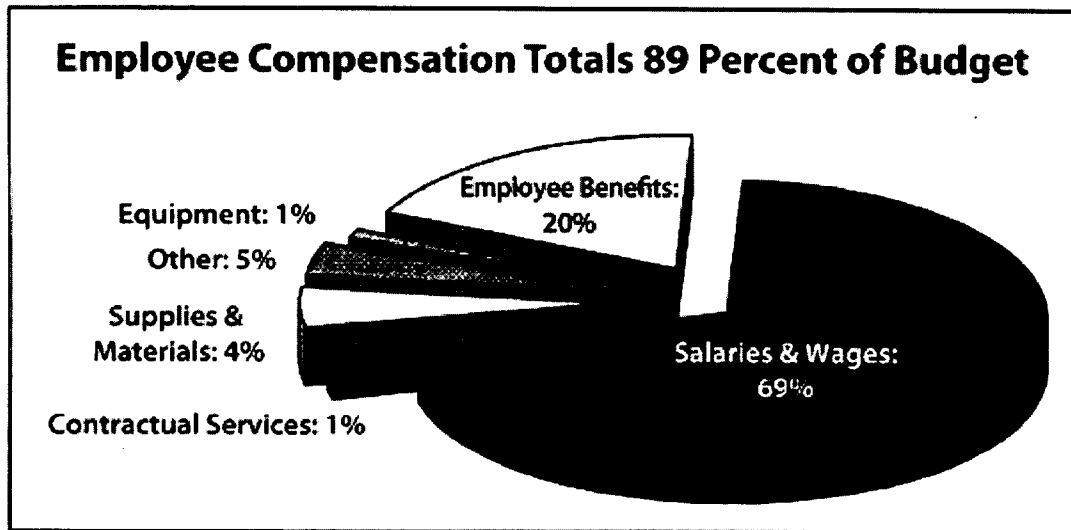
POSITION	APPROVED BUDGET FY 2006	CURRENT BUDGET FY 2006	BUDGET FY 2007	FY 2006 - 2007 CHANGE
Executive	16.000	16.000	16.000	
Administrative	95.000	97.000	101.000	4.000
Other Professional	465.200	470.700	477.100	6.400
Principal/Assistant Principal	452.000	452.000	478.000	26.000
Classroom Teachers	10,009.000	10,040.000	10,204.700	164.700
Special Ed Specialists	449.700	449.700	465.500	15.800
Media Specialists	201.500	200.500	205.500	5.000
Counselors	440.600	440.600	446.100	5.500
Psychologists	99.840	99.840	100.840	1.000
Social Workers	12.690	12.690	12.450	(0.240)
Pupil Personnel Workers	47.000	47.000	47.000	
Aides/assistants	2,372.207	2,371.832	2,519.655	147.823
Technical	196.750	202.750	216.550	13.800
Clerical/Office Support	1,078.487	1,081.987	1,089.987	8.000
Security	197.000	197.000	201.000	4.000
Cafeteria	530.480	530.480	541.780	11.300
Plant Operations	1,242.700	1,239.700	1,297.700	58.000
Maintenance	331.000	332.000	320.000	(12.000)
Supply	75.000	75.000	76.000	1.000
Transportation	1,717.580	1,716.580	1,742.330	25.750
Business Personnel	102.500	101.500	100.500	(1.000)
Total	20,132.234	20,174.859	20,659.692	484.833

Source: Superintendent's Recommended FY 2007 Operating Budget and Personnel Complement,
page vi-1, Table 5

Key Personnel Questions Answered by this Exhibit

- What is the recommended allocation of MCPS positions by employment category?
- What are the current and recommended numbers of MCPS positions by employment category?
- How many net new positions are recommended for the upcoming year?

**Government/Agency Level Exhibit #10
Montgomery County Public Schools**



Source: MCPS Citizens Budget FY07; page 5

Key Personnel Questions Answered by this Exhibit

- What percent of the total recommended budget consists of employee compensation (i.e. employee benefits, and salaries and wages)?
- How does the recommended budget for employee benefits compare with the recommended budget for employee salaries and wages?

Government/Agency Level Exhibit #11
Montgomery County Public Schools

Selected MCPS Statistics - FY 1997-2007

Selected Trends	Fiscal Year (ACTUAL)										(BUDGETED)	% Change
	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	Since FY 97
ENROLLMENT												
Regular Enrollment	116,254	118,446	120,872	123,836	126,604	129,243	130,840	131,089	130,876	131,815	130,769	12.5
Special Education	6,251	6,589	6,980	6,853	7,576	7,589	8,051	8,114	8,461	8,595	9,167	46.7
Total Enrollment	122,505	125,035	127,852	130,689	134,180	136,832	138,891	139,203	139,337	140,410	139,936	14.2
ESOL Students	7,426	7,452	8,689	9,160	9,472	10,647	11,961	12,200	12,905	13,200	13,400	80.5
Free & Reduced Meals (FARMS)	27,250	29,941	28,773	29,201	29,196	29,568	31,108	31,518	31,419	30,720	32,185	18.1
Cost Per Pupil	\$6,866	\$6,949	\$7,306	\$7,584	\$8,402	\$8,821	\$9,475	\$9,999	\$10,769	\$11,592	\$12,422	80.9
NUMBER OF SCHOOLS												
Elementary	123	123	123	124	124	125	125	125	125	125	129	4.9
Middle	30	32	32	35	35	35	36	36	36	38	38	26.7
High	21	21	23	23	23	23	23	23	24	24	25	19.1
Career Centers	1	1	1	1	1	1	1	1	1	1	1	0.0
Special Centers	6	6	6	6	6	6	6	6	6	6	6	0.0
Total Number of Schools	181	183	185	189	189	190	191	191	192	194	199	9.9
New Schools Opened	1	2	2	4	0	1	1	-	1	2	5	-
SOURCE OF REVENUE												
% County	80.9	80.0	79.5	78.6	78.6	77.6	75.4	75.6	75.1	74.9	73.9	-8.9
% State	13.0	13.8	14.4	14.7	14.7	15.5	16.1	17.1	16.8	17.9	19.1	46.9
% Federal	1.7	2.5	2.6	3.0	3.0	2.7	3.3	4.0	3.7	3.7	3.5	105.9
% Fees & Other	1.1	0.4	0.4	0.5	0.5	1.0	0.9	0.3	0.7	0.6	0.7	-27.3
% Surplus from prior year	0.2	0.2	0.0	0.1	0.1	0.0	1.0	0.2	0.6	0.0	0.0	-
% Enterprise Funds	3.1	3.1	3.1	3.1	3.0	3.1	3.2	2.8	3.0	2.9	2.7	-9.7
% Special Revenue Fund					0.1	0.1	0.1	0.1	0.1	0.1	0.1	-
PERSONNEL CHANGES												
Total Professional	8,654	8,907	9,480	9,981	10,652	11,205	11,597	11,731	11,846	12,224	12,454	43.9
Total Supporting Services	6,100	6,308	6,599	6,965	7,104	7,370	7,419	7,562	7,755	7,951	8,197	34.4
Total Full-Time Positions	14,754	15,215	16,079	16,946	17,756	18,575	19,016	19,293	19,601	20,175	20,651	40.0
Administrative Category as a % of Operating Budget	2.6%	2.7%	3.2%	2.8%	2.5%	2.2%	1.9%	1.9%	2.0%	2.0%	2.1%	-19.2
Average teacher Salary	\$49,369	\$49,793	\$50,647	\$51,913	\$52,519	\$54,900	\$58,680	\$61,962	\$62,608	\$65,173	\$67,439	36.6
Consumer Price Index Increase*	3.9	1.7	2.5	3.6	2.3	2.1	2.1	2.4	2.5	4.0	3.3	-15.4

Source: MCPS Citizens Budget FY07; page 32

Key Personnel Questions Answered by this Exhibit

- How has the total number of MCPS positions, including both professional and supporting positions, changed in each of the past 10 years?
- How do the changes in the number of MCPS positions compare with changes in enrollment and the number of schools?
- How has the average teacher salary changed over the past decade? How does this change compare with changes in the consumer price index for the same time period?

Section II – 3:
Montgomery College Exhibits

Government/Agency Level Exhibit #12
Montgomery College

FY 2007 STAFFING SUMMARY

- Current Fund includes the addition of 69.75 positions. This budget includes 12 new faculty positions, 2 administrators, and 55.75 new staff positions as follows: 20 temporary with benefits converted to regular staff positions (no increase in funding); 20 staff positions for the King Street Art Center, 8.5 staff positions for the campuses, and 7.25 other staff positions.
- Other Funds includes the addition of 15.5 positions:
 - Transportation fund - 2 staff positions.
 - Workforce Development and Continuing Education - 8.5 staff positions.
 - ITV - 2 staff positions.
 - Auxiliary Enterprises - 2 staff positions.
 - Capital Budget - 1 position was transferred to the Current Fund and 3 new positions for Information Technology.

Source: Montgomery College Operating Budget Request FY 2007; page III-1

Key Personnel Questions Answered by this Exhibit

- How many new positions are recommended for the upcoming year?
- For which funds does Montgomery College recommend adding new positions?

**Government/Agency Level Exhibit #13
Montgomery College**

SUMMARY OF POSITIONS						
FY 2007						
	Instructional Faculty	Counselors	Subtotal Faculty	Administrators	Administrative Staff	Total
OPERATING BUDGET						
ADMINISTRATION				26.00	139.00	165.00
COLLEGEWIDE	7.00	1.00	8.00	18.00	614.50	640.50
ROCKVILLE CAMPUS	292.00	31.00	323.00	12.00	111.10	446.10
TAKOMA PARK CAMPUS	119.00	16.00	135.00	7.00	51.50	193.50
GERMANTOWN CAMPUS	78.00	14.00	92.00	6.00	45.50	143.50
SUBTOTAL	496.00	62.00	558.00	69.00	961.60	1,588.60
WORKFORCE DEV. & CONTINUING ED	1.00		1.00	4.00	72.50	77.50
AUXILIARY ENTERPRISES					42.50	42.50
TRANSPORTATION					2.00	2.00
CABLE TV					10.00	10.00
CAPITAL BUDGET					17.00	17.00
GRAND TOTAL	497.00	62.00	559.00	73.00	1,105.60	1,737.60

Source: Montgomery College Operating Budget Request FY 2007; page III-2

Key Personnel Questions Answered by this Exhibit
<ul style="list-style-type: none"> • What is the total number of positions recommended for the College for the upcoming year? • What is the number of positions recommended for each of the College's employment categories (i.e. instructional faculty, counselors, administrators, and administrative staff) for the upcoming year? • What is the recommended allocation of positions among the College's campuses and funds for the upcoming year?

Government/Agency Level Exhibit #14
Montgomery College

SUMMARY OF POSITIONS
FY 2006 - 2004

OPERATING BUDGET	Instructional Faculty	Counselors	Subtotal Faculty	Administrators	Administrative Staff	Total
FY 2006						
ADMINISTRATION				26.00	133.25	159.25
COLLEGEWIDE	9.00	1.00	10.00	16.00	578.00	604.00
ROCKVILLE CAMPUS	294.00	29.00	323.00	12.00	106.10	441.10
TAKOMA PARK CAMPUS	110.00	15.00	125.00	6.00	50.00	181.00
GERMANTOWN CAMPUS	76.00	13.00	89.00	5.00	39.50	133.50
TOTAL	489.00	58.00	547.00	65.00	906.85	1,518.85
FY 2005						
ADMINISTRATION				25.00	131.25	156.25
COLLEGEWIDE	9.00	1.00	10.00	17.00	565.50	592.50
ROCKVILLE CAMPUS	291.00	29.00	320.00	10.00	102.60	432.60
TAKOMA PARK CAMPUS	101.00	14.00	115.00	5.00	47.00	167.00
GERMANTOWN CAMPUS	71.00	12.00	83.00	4.00	39.00	126.00
TOTAL	472.00	56.00	528.00	61.00	885.35	1,474.35
FY 2004						
ADMINISTRATION				25.00	122.25	147.25
COLLEGEWIDE	4.00	1.00	5.00	17.00	555.00	577.00
ROCKVILLE CAMPUS	286.00	29.00	315.00	10.00	102.10	427.10
TAKOMA PARK CAMPUS	97.00	14.00	111.00	5.00	47.00	163.00
GERMANTOWN CAMPUS	70.00	12.00	82.00	4.00	43.00	129.00
TOTAL	457.00	56.00	513.00	61.00	869.35	1,443.35

SUMMARY OF POSITIONS
FY 2006 - 2004

OTHER FUNDS	Instructional Faculty	Counselors	Subtotal Faculty	Administrator	Administrative Staff	Total
FY 2006						
WORKFORCE DEV. & CONTINUING ED.	1.00		1.00	2.00	66.00	69.00
AUXILIARY ENTERPRISES					40.50	40.50
CABLE TV					8.00	8.00
CAPITAL BUDGET				1.00	14.00	15.00
FY 2005						
WORKFORCE DEV. & CONTINUING ED.	1.00		1.00	2.00	66.00	69.00
AUXILIARY ENTERPRISES					38.50	38.50
CABLE TV					8.00	8.00
CAPITAL BUDGET				1.00	12.00	13.00
FY 2004						
WORKFORCE DEV. & CONTINUING ED.				2.00	66.00	68.00
AUXILIARY ENTERPRISES					36.50	36.50
CABLE TV					8.00	8.00
CAPITAL BUDGET				1.00	12.00	13.00

Source: Montgomery College Operating Budget Request FY 2007; page III-3 through III-4

Government/Agency Level Exhibit #14
Montgomery College
(Continued)

Key Personnel Questions Answered by this Exhibit
<ul style="list-style-type: none">• What was the total number of approved positions for the College for each of the past three years?• What was the number of approved positions for each of the College's employment categories (i.e. instructional faculty, counselors, administrators, and administrative staff) for each of the past three years?• What was the budgeted allocation of positions among the College's campuses and funds for each of the past three years?

Government/Agency Level Exhibit #15

Montgomery College

SOURCES OF FUNDS AND EXPENDITURES			
Current Fund			
	<u>FY 2007 Budget</u>	<u>FY 2006 Budget</u>	<u>FY 2005 Actual</u>
SOURCES OF FUNDS			
Tuition and Related Charges	\$ 58,572,362	\$ 56,517,367	\$ 53,184,147
Other Student Fees	981,397	1,024,633	854,663
County Contribution	89,955,640	76,334,374	70,448,675
State Aid	24,327,284	23,424,592	22,352,732
Fed. State & Priv. Gifts & Grants	180,000	125,000	170,731
Other Revenues	1,530,000	1,180,000	977,757
Revenue Transfers	(210,746)	(75,847)	
Use of Fund Balance	3,506,101	4,074,644	1,239,790
TOTAL SOURCES OF FUNDS	178,842,038	162,604,763	149,228,495
EXPENDITURES			
SALARIES AND BENEFITS	140,787,386	128,409,036	115,428,943
OTHER OPERATING EXPENSES			
Contracted Services	16,701,506	15,497,251	17,889,751
Supplies	5,202,896	4,940,338	4,197,082
Communications	2,086,286	1,901,706	1,679,627
Conferences and Meetings	2,590,973	2,409,786	1,495,726
BOT Grants	2,791,700	2,297,900	1,965,926
Utilities	5,693,800	4,310,468	3,386,405
Fixed Charges	361,914	475,035	411,973
TOTAL OTHER OPERATING EXPENSES	35,429,075	31,832,484	31,026,490
FURNITURE AND EQUIPMENT			
Replacement	305,697	199,429	283,516
Additional	2,319,880	2,163,814	2,489,546
TOTAL FURNITURE AND EQUIPMENT	2,625,577	2,363,243	2,773,062
TOTAL EXPENDITURES	\$ 178,842,038	\$ 162,604,763	\$149,228,495

Source: Montgomery College Operating Budget Request FY 2007; page V-3

Key Personnel Questions Answered by this Exhibit
<ul style="list-style-type: none"> How do the recommended salary and benefit expenditures for the upcoming year compare to budgeted salary and benefit expenditures from the current year and actual salary and benefit expenditures from the previous year? What salaries and benefits expenditures are recommended for the upcoming year? were budgeted for the current year? were actually spent in the previous year? How do the salaries and benefits amounts compare with total agency expenditures for each year?

**Government/Agency Level Exhibit #16
Montgomery College**

SOURCES OF FUNDS AND EXPENDITURES

(000s)

Current Fund

SOURCES OF FUNDS	FY 2007 Budget	FY 2006 Budget	Increase/Decrease	
			Amount	%
Tuition and Related Charges	\$58,573	\$56,517	\$2,056	3.6
Other Student Fees	981	1,025	(44)	(4.3)
County Contribution	89,956	76,334 ¹⁾	13,622 ¹⁾	17.8
State Aid	24,327	23,425	902	3.9
Fed'l., State & Private Gifts & Grants	180	125	55	44.0
Other Revenues	1,530	1,180	350	29.7
Subtotal	175,547	158,606	16,941	10.7
Nonmandatory Transfers	239	349	(110)	(31.5)
Use of Fund Balance	3,506	4,074	(568)	(13.9)
TOTAL SOURCE OF FUNDS	179,292	163,029	16,263	10.0
EXPENDITURES				
SALARIES & BENEFITS	140,787	128,409	12,378	9.6
OTHER OPERATING EXPENSES:				
Contracted Services	16,701	15,497	1,204	7.8
Supplies and Materials	5,203	4,940	263	5.3
Communications	2,086	1,902	184	9.7
Conferences and Meetings	2,591	2,410	181	7.5
Scholarships	2,792	2,298	494	21.5
Utilities	5,694	4,310	1,384	32.1
Fixed Charges	362	475	(113)	(23.8)
Subtotal	35,429	31,832	3,597	11.3
FURNITURE AND EQUIPMENT	2,626	2,363	263	11.1
SUBTOTAL EXPENDITURES	178,842	162,604	16,238	10.0
MANDATORY TRANSFERS	450	425	25	5.9
TOTAL USE OF FUNDS	\$179,292	\$163,029	\$16,263	10.0

Source: Montgomery College Operating Budget Request FY 2007; page V-4

Key Personnel Questions Answered by this Exhibit

- How do the recommended salary and benefit expenditures for the upcoming year compare to budgeted salary and benefit expenditures for the current year?
- How do the recommended salaries and benefits expenditures compare with total recommended agency expenditures for the upcoming year? How do the budgeted salaries and benefits expenditures compare with total budgeted agency expenditures for the current year?
- What dollar and percent change in salary and benefit expenditures is recommended for the upcoming year?

Government/Agency Level Exhibit #17
Montgomery College

SUMMARY OF EXPENDITURES

Current Fund		(000s)	
		<u>FY 2007 Budget</u>	<u>% of Total</u>
EXPENDITURES			
Salaries and Benefits		\$140,787	78.7
Contracted Services		16,701	9.3
Supplies and Materials		5,203	2.9
Communications		2,086	1.2
Conferences and Meetings		2,591	1.4
BOT Grants		2,792	1.6
Utilities		5,694	3.2
Fixed Charges		362	0.2
Subtotal		<u>35,429</u>	<u>19.8</u>
FURNITURE & EQUIPMENT			
Replacement		306	0.2
Additional		2,320	1.3
Subtotal		<u>2,626</u>	<u>1.5</u>
TOTAL EXPENDITURES		<u>\$178,842</u>	<u>100.0</u>

Source: Montgomery College Operating Budget Request FY 2007; page V-6

Key Personnel Questions Answered by this Exhibit

- What salaries and benefits expenditures are recommended for the upcoming year?
- What percent of recommended total expenditures consists of salaries and benefits?

Government/Agency Level Exhibit #18

Montgomery College

SUMMARY OF BENEFITS EXPENDITURE INCREASES AND DECREASES

Current Fund

	FY 2007 Budget		FY 2006 Budget		Increase over prior year		FY 2005 Actual
	% of Total	\$	% of Total	\$	Amount	%	
5501 FICA	36.78	9,185,703	37.93	8,202,343	\$ 983,360	11.99	\$ 7,106,178
5502 Retirement - Employee Sys	3.60	900,000	3.70	800,000	100,000	12.50	644,369
5503 Group Insurance Retirees	8.69	2,170,000	7.79	1,685,000	485,000	28.78	1,277,304
5504 Insurance - Active	44.61	11,141,900	43.64	9,437,700	1,704,200	18.06	8,230,795
5505 Recognition Awards	0.24	60,000	0.28	60,000	-	-	43,200
5506 Educational Assistance Bei	2.10	525,000	2.43	525,000	-	-	494,797
5507 Compensated Absences	2.54	635,000	2.77	600,000	35,000	5.83	573,334
5508 Post-Retirement Contingen	-	-	-	-	-	-	-
5509 Other Benefits	0.70	175,000	0.69	150,000	25,000	16.67	101,791
5510 Unemployment Compensal	0.50	125,000	0.53	115,000	10,000	8.70	75,056
5511 Service Charge Reimburse	0.12	30,000	0.12	25,000	5,000	20.00	15,989
5512 Disability Related Services	0.12	30,000	0.12	25,000	5,000	20.00	2,142
TOTAL Employee Benefits	100.00	\$24,977,603	100.00	\$21,625,043	\$3,352,560	15.50	\$18,564,955

Source: Montgomery College Operating Budget Request FY 2007; page V-7

Key Personnel Questions Answered by this Exhibit

- How does the recommended total benefits expenditure for the upcoming year compare to both the budgeted benefits expenditure for the current year and the actual benefits expenditures for the previous two years?
- How do the recommended benefits expenditures by type for the upcoming year compare to the budgeted benefits expenditures by type for the current year and the actual benefits expenditures by type for the previous two years?
- What is the recommended dollar and percent change in total benefits expenditure for the upcoming year?
- What is the recommended dollar and percent change in benefits expenditure for each benefit type for the upcoming year?

Section II – 4:

**Maryland-National Capital Park and Planning
Commission Exhibits**

Government/Agency Level Exhibit #19

M-NCPPC Exhibit

MONTGOMERY COUNTY SUMMARY										
POSITIONS/WORKYEARS BY DEPARTMENT AND ORGANIZATIONAL UNITS										
DEPARTMENT & OTHER UNITS	ACTUAL FY04		ACTUAL FY05		BUDGET FY06		ESTIMATED FY06		PROPOSED FY07	
	POS	WYS	POS	WYS	POS	WYS	POS	WYS	POS	WYS
<u>DEPT. OF HUMN. RES. & MGMT.</u>										
Full-Time Career	21.50	21.10	21.50	20.50	21.50	20.50	21.50	20.50	21.50	21.25
Part-Time Career	0.50	0.25	0.50	0.25	0.50	0.25	0.50	0.25	0.50	0.25
Career Total	22.00	21.35	22.00	20.75	22.00	20.75	22.00	20.75	22.00	21.50
Term Contract	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Seasonal/Intermittent		0.00		0.00		0.00		0.00		0.00
Total Workyears		21.35		20.75		20.75		20.75		21.50
<u>DEPT. OF FINANCE</u>										
Full-Time Career	29.00	28.00	29.00	28.00	29.00	29.00	29.00	29.00	29.50	28.90
Part-Time Career	0.50	0.30	0.50	0.30	0.50	0.30	0.50	0.30	0.50	0.30
Career Total	29.50	28.30	29.50	28.30	29.50	29.30	29.50	29.30	30.00	29.20
Term Contract	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Seasonal/Intermittent		0.00		0.00		0.00		0.00		0.00
Total Workyears		28.30		28.30		29.30		29.30		29.20
<u>LEGAL DEPARTMENT</u>										
Full-Time Career	8.50	8.40	8.50	8.50	9.00	9.00	10.00	10.00	10.00	10.00
Part-Time Career	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Career Total	8.50	8.40	8.50	8.50	9.00	9.00	10.00	10.00	10.00	10.00
Term Contract	1.50	1.00	1.50	1.00	2.00	2.00	2.00	2.00	2.00	1.50
Seasonal/Intermittent		0.00		0.00		0.00		0.00		0.00
Total Workyears		9.40		9.50		11.00		12.00		11.50
<u>MERIT SYSTEM BOARD</u>										
Full-Time Career	—	—	—	—	—	—	—	—	—	—
Part-Time Career	—	0.25	—	0.25	—	0.25	—	0.25	—	0.25
Career Total	0.00	0.25	0.00	0.25	0.00	0.25	0.00	0.25	0.00	0.25
Term Contract	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Seasonal/Intermittent		0.00		0.00		0.00		0.00		0.00
Total Workyears		0.25		0.25		0.25		0.25		0.25
<u>COMMISSIONERS' OFFICE</u>										
Full-Time Career	10.00	10.00	10.00	10.00	12.00	12.00	12.00	12.00	13.00	13.00
Part-Time Career	4.00	4.00	4.00	4.00	5.00	4.50	5.00	4.50	4.00	4.00
Career Total	14.00	14.00	14.00	14.00	17.00	16.50	17.00	16.50	17.00	17.00
Term Contract	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.40
Seasonal/Intermittent		0.22		0.19		0.20		0.20		
Total Workyears		14.22		14.19		16.70		16.70		17.40
<u>PLANNING</u>										
Full-Time Career	154.00	151.00	155.00	143.50	157.00	142.90	168.00	151.05	163.00	152.50
Part-Time Career	11.00	6.20	11.00	7.70	9.00	6.40	7.00	5.10	7.00	5.10
Career Total	165.00	157.20	166.00	151.20	166.00	149.30	175.00	156.15	170.00	157.60
Term Contract	3.00	2.00	6.00	3.40	6.00	3.60	6.00	3.60	4.00	2.80
Seasonal/Intermittent		0.80		0.00		0.00		0.00		1.00
Chargebacks		-4.70		-5.30		-5.50		-12.35		-25.20
Total Workyears		155.30		149.30		147.40		147.40		136.20

(Table continued on the following page)

Government/Agency Level Exhibit #19
M-NCPPC
(Continued)

DEPARTMENT & OTHER UNITS	ACTUAL FY04		ACTUAL FY05		BUDGET FY06		ESTIMATED FY06		PROPOSED FY07	
	POS	WYS	POS	WYS	POS	WYS	POS	WYS	POS	WYS
<u>PARK OPERATION</u>										
Full-Time Career	677.00	643.25	670.00	609.50	674.00	629.10	674.00	629.10	678.00	631.80
Part-Time Career	20.00	12.18	22.00	13.20	20.00	12.30	20.00	12.30	17.00	11.00
Career Total	697.00	655.43	692.00	622.70	694.00	641.40	694.00	641.40	695.00	642.80
Term Contract	2.00	1.40	2.00	1.90	4.00	3.40	4.00	3.40	4.00	3.45
Seasonal/Intermittent		48.65		52.10		52.10		52.10		49.05
Chargebacks		-41.18		-35.30		-32.10		-32.10		-31.60
Total Workyears		664.30		641.40		664.80		664.80		663.70
<u>TOTAL TAX SUPPORTED</u>										
Full-Time Career	900.00	861.75	894.00	820.00	902.50	842.50	914.50	851.65	915.00	857.45
Part-Time Career	36.00	23.18	38.00	25.70	35.00	24.00	33.00	22.70	29.00	20.90
Career Total	936.00	884.93	932.00	845.70	937.50	866.50	947.50	874.35	944.00	878.35
Term Contract	6.50	4.40	9.50	6.30	12.00	9.00	12.00	9.00	10.00	8.15
Seasonal/Intermittent		49.67		52.29		52.30		52.30		50.05
Chargebacks		-45.88		-40.60		-37.60		-44.45		-56.80
Total Workyears		893.12		863.69		890.20		891.20		879.75
<u>ENTERPRISE</u>										
Full-Time Career	66.00	65.90	69.00	68.20	67.00	67.00	66.00	65.00	67.00	66.00
Part-Time Career	4.00	2.00	3.00	1.50	3.00	1.50	3.00	0.50	2.00	0.50
Career Total	70.00	67.90	72.00	69.70	70.00	68.50	69.00	65.50	69.00	66.50
Term Contract	1.00	1.00	1.00	1.00	1.00	2.00	3.00	3.00	3.00	3.00
Seasonal/Intermittent		160.40		144.70		131.40		125.80		129.20
Total Workyears		229.30		215.40		201.90		194.30		198.70
<u>PROPERTY MANAGEMENT</u>										
Full-Time Career	2.00	2.10	2.00	2.10	2.00	2.00	2.00	2.00	2.00	2.00
Part-Time Career	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Career Total	2.00	2.10	2.00	2.10	2.00	2.00	2.00	2.00	2.00	2.00
Term Contract	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Seasonal/Intermittent		0.00		0.00		0.00		0.00		0.00
Total Workyears		3.10		3.10		3.00		3.00		3.00
<u>SPECIAL REVENUE FUND</u>										
				4.30		4.50		11.85		25.20
<u>TOTAL TAX & NON-TAX SUPPORTED</u>										
Full-Time Career	968.00	929.75	965.00	890.30	971.50	911.50	982.50	918.65	984.00	925.45
Part-Time Career	40.00	25.18	41.00	27.20	38.00	25.50	36.00	23.20	31.00	21.40
Career Total	1008.00	954.93	1006.00	917.50	1009.50	937.00	1018.50	941.85	1015.00	946.85
Term Contract	8.50	6.40	11.50	8.30	14.00	12.00	16.00	13.00	14.00	12.15
Seasonal/Intermittent		210.07		201.29		188.20		189.95		204.45
Chargebacks		-45.88		-40.60		-37.60		-44.45		-56.80
Total Workyears		1125.52		1086.49		1099.60		1100.35		1106.65
Less Normal Lapse Wks				-32.90						
				1053.59						

Source: M-NCPPC Proposed Annual Budget Fiscal Year 2007; pages 51 through 52

Key Personnel Questions Answered by this Exhibit

- How do the recommended numbers of positions and workyears compare with budgeted and estimated levels for the current year and actual levels for the previous two years? What is the allocation of employees among M-NCPPC organizational units?
- How many part-time, seasonal, and contract positions and workyears does M-NCPPC propose for the upcoming year? How many of these positions and workyears were approved in each of the last three years?
- How does the recommended allocation of workyears between tax-supported and non-tax supported activities compare with budgeted and estimated allocations for the current year, and actual allocations for the previous two years?

**Government/Agency Level Exhibit #20
M-NCPPC**

MONTGOMERY COUNTY WORKYEARS, FY95 THRU FY07					
<u>YEAR</u>	<u>ADMINISTRATION</u>	<u>PARKS*</u>	<u>ENTERPRISE**</u>	<u>SPECIAL REV. FUND</u>	<u>TOTAL</u>
1995	224.40	605.20	146.00		975.60
1996	218.65	622.59	171.15		1,012.39
1997	214.15	621.64	173.25		1,009.04
1998	221.55	631.03	202.75		1,055.33
1999	224.40	647.69	208.40		1,080.49
2000	232.46	659.44	211.85		1,103.75
FY01	231.26	680.30	235.60		1,147.16
FY02	231.46	677.05	231.65		1,140.16
FY03	231.91	681.50	226.35		1,139.76
FY04	224.02	639.30	229.30		1,092.62
FY05	222.29	644.50	215.40	4.30	1,086.49
FY06 ADOPTED	225.40	667.90	204.70	4.50	1,102.50
FY07 PROPOSED	216.05	666.70	198.70	25.20	1,106.65

* Parks Includes Property Management Fund
** Enterprise Workyears for FY99, FY2000, and FY01 are restated to include Chargebacks from other departments.

Source: M-NCPPC Proposed Annual Budget Fiscal Year 2007; page 400

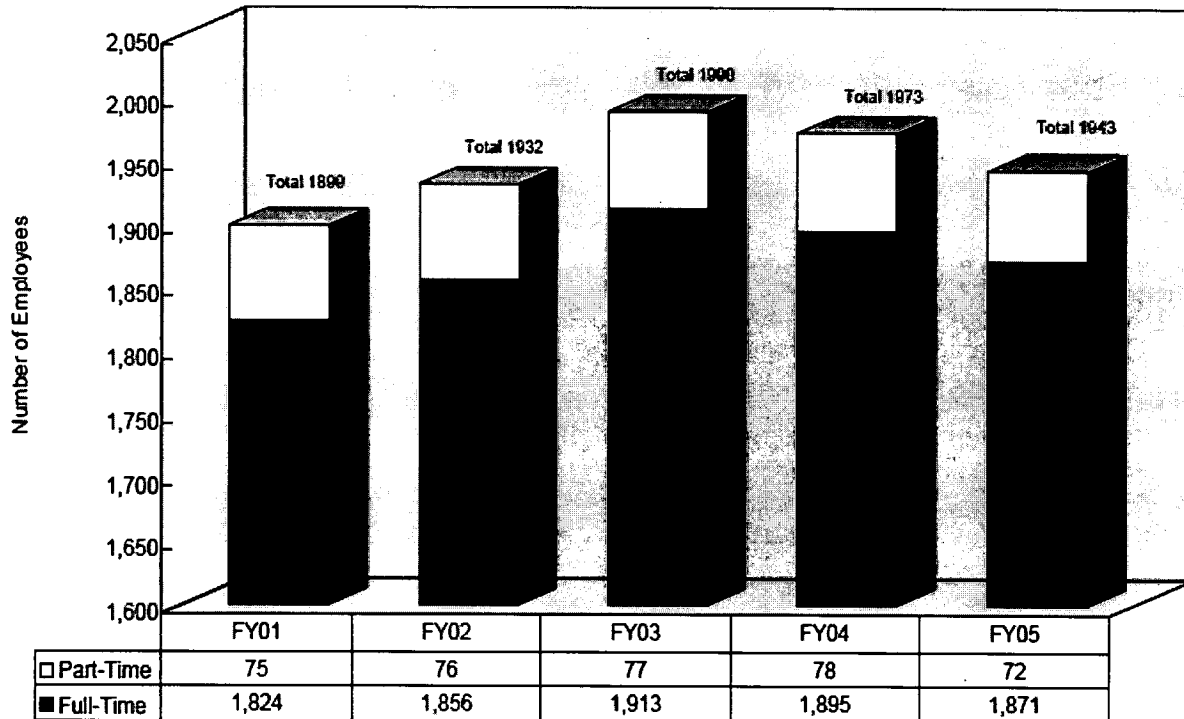
Key Personnel Questions Answered by this Exhibit

- How does the number of M-NCPPC workyears recommended for the upcoming year compare to the number of approved workyears for each of the previous 12 years?
- What are the recommended, current, and historic (dating back 12 years) allocations of workyears by category (i.e., administration, parks, enterprise, and special revenue fund)?

**Government/Agency Level Exhibit #21
M-NCPPC**

M-NCPPC FY2005 PERSONNEL MANAGEMENT REVIEW

Full/Part-Time Career Employees

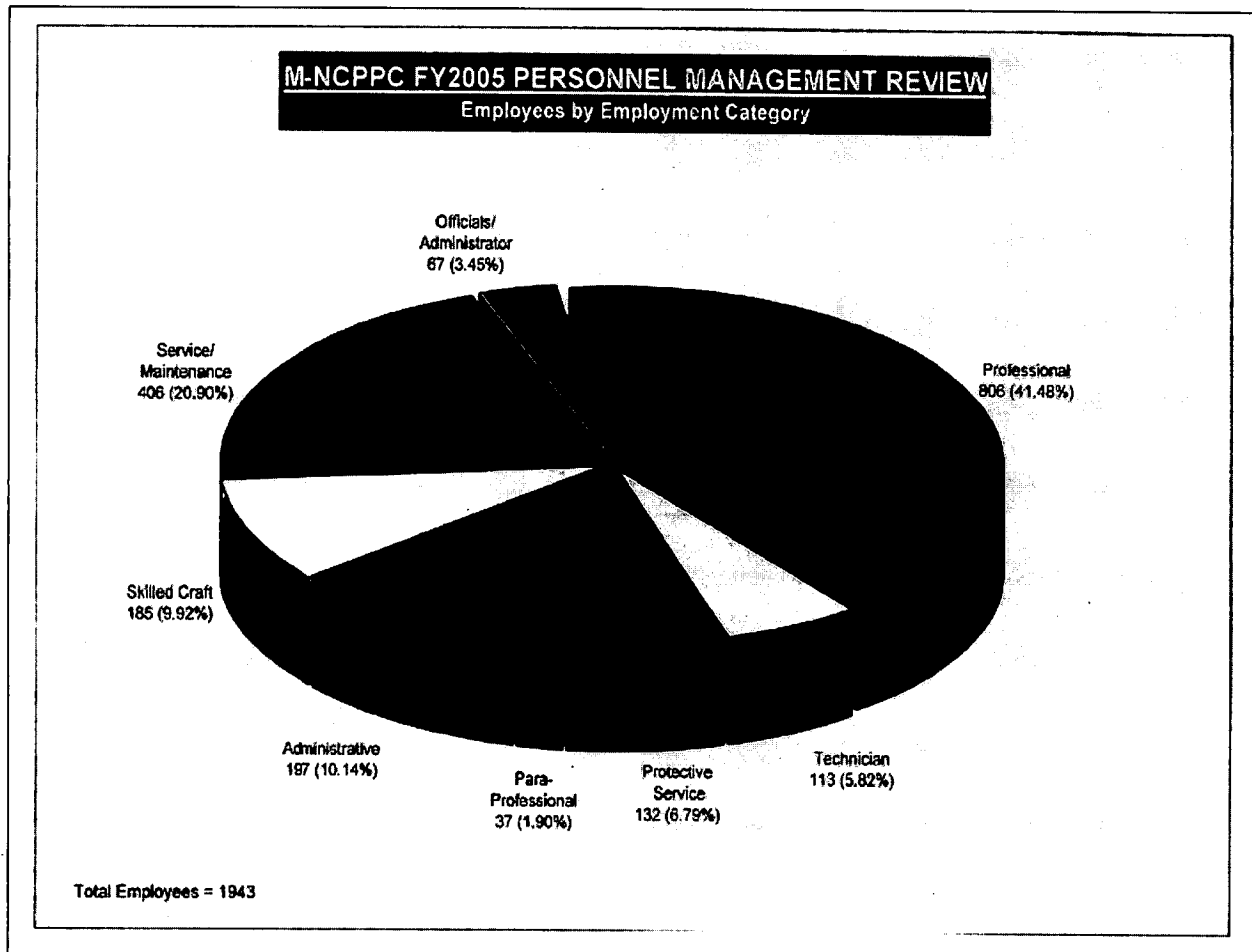


Source: M-NCPPC FY 2005 Personnel Management Review; page 9

Key Personnel Questions Answered by this Exhibit

- What was the total number of M-NCCPC employees during each year of a five-year time period?
- What was the allocation of M-NCCPC employees between full time and part time status during each year of a five-year time period?

Government/Agency Level Exhibit #22 M-NCPPC



Source M-NCPPC FY 2005 Personnel Management Review, 2005; page 12

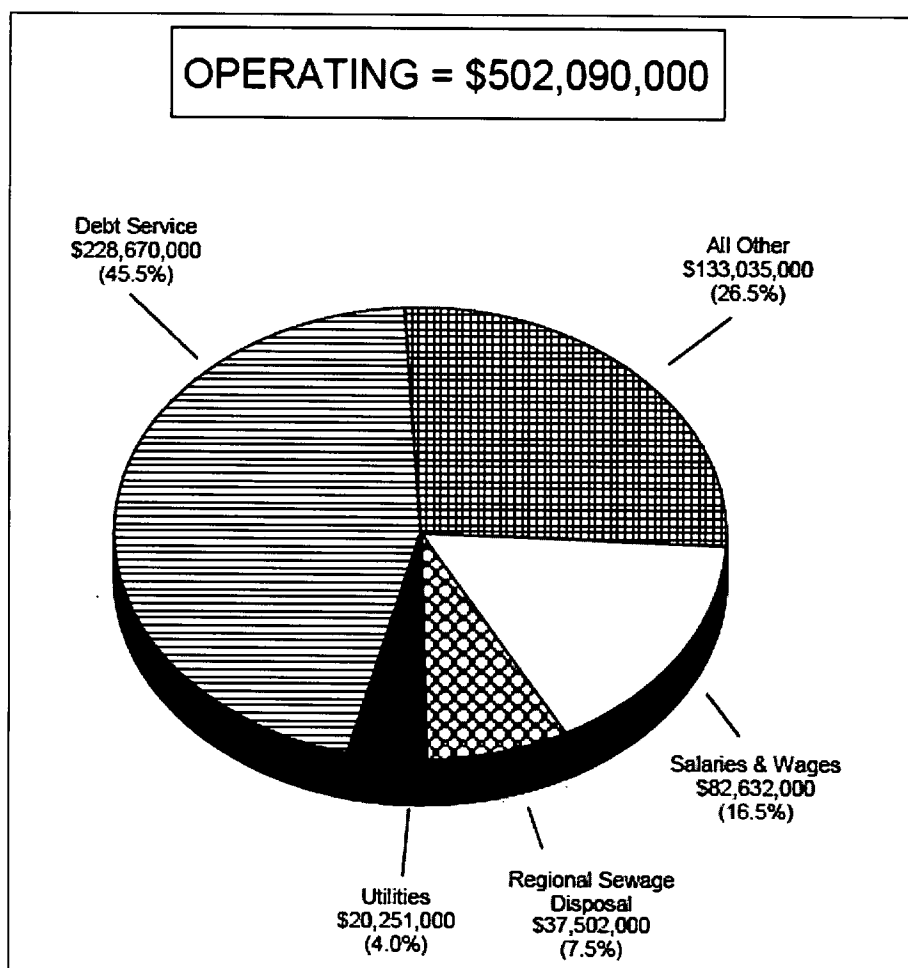
Key Personnel Question Answered by this Exhibit

- What was the allocation of workyears among each M-NCPPC employment category during the reporting year?

Section II – 5:

**Washington Suburban Sanitary Commission
Exhibits**

**Government/Agency Level Exhibit #23
WSSC**



Source: WSSC Proposed Budget Fiscal Year 2007; page 6

Key Personnel Question Answered by this Exhibit

- What percentage of the proposed WSSC operating budget consists of salaries and wages?

Government/Agency Level Exhibit #24

WSSC

Comparative Expenditures by Major Expense Category

(\$ in Thousands)

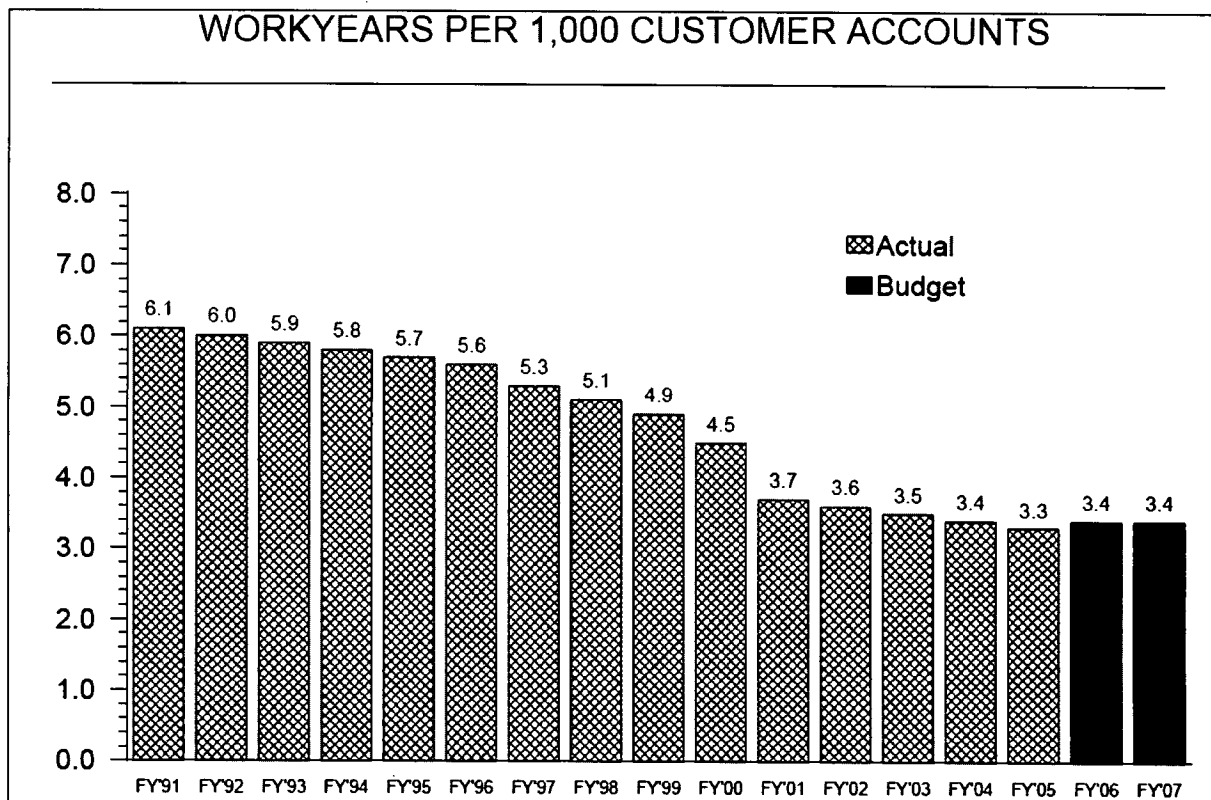
Expense Categories	FY'05 Actual			FY'06 Approved			FY'07 Proposed		
	Capital	Operating	Total	Capital	Operating	Total	Capital	Operating	Total
Salaries & Wages	\$ 16,927	\$ 72,877	\$ 89,804	\$ 18,618	\$ 78,835	\$ 97,453	\$ 18,508	\$ 82,632	\$ 101,140
Heat, Light & Power	-	15,273	15,273	-	16,677	16,677	-	20,251	20,251
Regional Sewage Disposal	-	35,564	35,564	-	36,060	36,060	-	37,502	37,502
Contract Work	51,264	-	51,264	116,157	-	116,157	123,908	-	123,908
Consulting Engineers	10,628	-	10,628	23,433	-	23,433	23,217	-	23,217
All Other	67,588	118,378	185,966	106,528	136,161	242,689	89,287	133,035	222,322
Debt Service	492	196,570	197,062	83	226,614	226,697	91	228,670	228,761
TOTAL	\$146,899	\$438,662	\$585,561	\$264,819	\$494,347	\$759,166	\$255,011	\$502,090	\$757,101

Source: WSSC Proposed Budget Fiscal Year 2007; page 9

Key Personnel Questions Answered by this Exhibit

- How does the proposed salaries and wages expenditure for the upcoming year compare to approved current year and actual previous year salaries and wages expenditures?
- How do WSSC salaries and wages expenditures compare with total agency expenditures for each year?

Government/Agency Level Exhibit #25
WSSC



Source: WSSC Proposed Budget Fiscal Year 2007; page 2-34

Key Personnel Question Answered by this Exhibit

- How do budgeted workyears per 1,000 customer accounts for the current and upcoming years compare with the actual workyears per 1,000 customer accounts for the previous 15 years?

Government/Agency Level Exhibit #26
WSSC
(Excerpt)

<u>SELECTED STATISTICAL DATA</u>							
	<u>FY'01</u> <u>ACTUAL</u>	<u>FY'02</u> <u>ACTUAL</u>	<u>FY'03</u> <u>ACTUAL</u>	<u>FY'04</u> <u>ACTUAL</u>	<u>FY'05</u> <u>ACTUAL</u>	<u>FY'06</u> <u>BUDGET</u>	<u>FY'07</u> <u>PROPOSED</u>
Authorized Positions	2,006	1,596	1,558	1,520	1,525	1,503	1,532
Authorized Workyears	1,853	1,557	1,521	1,463	1,463	1,458	1,490
Actual Employment Level - Beginning	1,665	1,492	1,488	1,456	1,433	1,405	-
Actual Employment Level - Ending	1,493	1,489	1,451	1,428	1,383	-	-
Actual Workyears	1,516	1,483	1,460	1,433	1,405	-	-

Source: WSSC Proposed Budget Fiscal Year 2007; page 3-1

Key Personnel Questions Answered by this Exhibit

- How many authorized positions and workyears does WSSC propose for the upcoming year? How do these compare to the actual authorized positions and workyears for the each of the past five years?
- What were the actual beginning and ending employment levels and actual workyears for each of the past five years?

Government/Agency Level Exhibit #27

WSSC

Comparative Expenditures by Organizational Unit

	FY'06 Approved		FY'07 Proposed	
	Workyears	Amount	Workyears	Amount
Commissioners Office/Corporate Secretary's Office	2.0	\$ 243,600	2.0	\$ 253,000
Internal Audit Office	6.0	674,300	6.0	673,200
General Manager	6.0	762,100	6.0	722,200
Intergovernmental Relations Office	5.0	596,200	5.0	523,200
Strategic Systems Management Office	10.0	5,601,100	10.0	3,670,200
General Counsel's Office	13.0	2,444,100	15.0	2,997,400
Public Communications Office	5.0	591,100	5.0	565,900
Engineering & Construction Team	276.0	249,564,100	283.0	244,622,900
Production Team	256.0	101,024,800	261.0	105,887,500
Mission Support Team	228.0	27,144,900	228.0	29,739,400
Finance Office	62.0	5,099,200	62.0	5,058,700
Customer Care Team	516.0	53,744,000	524.0	56,228,100
Information Technology Team	73.0	16,931,200	83.0	17,174,700
Non-Departmental (Finance Office)	-	24,501,900	-	24,745,900
Non-Departmental (Human Resources)	-	22,138,000	-	22,858,000
Debt Service	-	226,697,000	-	228,761,000
Depreciation Expense	-	6,884,400	-	6,307,900
PAYGO	-	13,024,000	-	1,482,000
Operating Reserve Contribution	-	1,500,000	-	1,500,000
Salary Enhancements *	-	-	-	3,329,800
SUMMARY-TOTAL	1,458.0	\$ 759,166,000	1,490.0	\$ 757,101,000

Source: WSSC Proposed Budget Fiscal Year 2007; page 6-2

Key Personnel Questions Answered by this Exhibit

- How do proposed workyears for the upcoming year compare to approved workyears for the current year?
- What is the current year approved and upcoming year proposed allocation of workyears among WSSC organizational units?
- How does the proposed salary enhancement expenditure for the upcoming year compare to the salary enhancement expenditure for the previous year?

Government/Agency Level Exhibit #28 WSSC

Comparative Personnel Complement by Organizational Unit

	FY'05 Actual		FY'06 Approved		FY'07 Proposed	
	Positions	Workyears	Positions	Workyears	Positions	Workyears
<u>Commissioners Office/Corporate Secretary's Office</u>	*7	0.0	*8	2.0	*8	2.0
Internal Audit Office	6	5.7	6	6.0	6	6.0
<u>General Manager</u>	6	5.1	6	6.0	6	6.0
Intergovernmental Relations Office	3	3.7	5	5.0	5	5.0
Strategic Systems Management Office	10	9.6	10	10.0	10	10.0
General Counsel's Office	12	12.2	13	13.0	15	15.0
Public Communications Office	4	4.1	5	5.0	5	5.0
Engineering & Construction Team	259	267.3	286	276.0	293	283.0
Production Team	248	254.8	267	256.0	269	261.0
Mission Support Team	203	211.2	237	228.0	237	228.0
Finance Office	60	59.3	62	62.0	62	62.0
Customer Care Team	494	493.1	523	516.0	531	524.0
Information Technology Team	78	78.5	81	73.0	91	83.0
SUMMARY-TOTAL	<u>1,383</u>	<u>1,404.6</u>	<u>1,503</u>	<u>1,458.0</u>	<u>1,532</u>	<u>1,490.0</u>

Source: WSSC Proposed Budget Fiscal Year 2007; page 6-3

Key Personnel Questions Answered by this Exhibit

- How do proposed upcoming year positions and workyears compare to approved current year and actual previous year positions and workyears?
- What is the proposed upcoming year, approved current year, and actual previous year allocation of positions and workyears by WSSC organizational unit?

Government/Agency Level Exhibit #29

WSSC

Salaries and Wages Summary		
	FY'07 Proposed	
	Workyears	Amount
Base Positions Funded Full Year	1,532	\$ 95,287,400
Overtime		4,295,800
Subtotal		99,583,200
Lapse on Base Positions	(42)	(1,851,400)
Subtotal		97,731,800
Salary Enhancements		3,329,800
Salary - 6 Commissioners	-	78,500
TOTAL	1,490	\$ 101,140,100

* Lapse is the reduction of gross salary costs due to vacancies and normal delays in filling positions.

Source: WSSC Proposed Budget Fiscal Year 2007; page 6-4

Key Personnel Questions Answered by this Exhibit
<ul style="list-style-type: none"> • What are the total workyears and salaries and wage proposed for WSSC base positions for the upcoming year? • What amount of overtime and salary enhancement has WSSC budgeted for the upcoming year? • What amount of base position lapse does WSSC assume in its proposed budget?

Section II – 6:

Montgomery County Multi-Agency Exhibits

Government/Agency Level Exhibit #30
Multi-Agency
(Excerpt)

TAX SUPPORTED WORKYEARS, WAGES AND BENEFITS BY AGENCY

(FY06 Approved and FY07 Agency Requests)

Benefits are social security, retirement, and group insurance

I. Active Employees

Agency	FY	WY	Wages	Benefits	Other	Total comp for Active empl
County Government	FY06	8,223	432,560,074	184,770,990	45,965,886	663,296,950
	FY07	8,429	499,449,176	220,285,830	25,729,124	745,464,130
	% Change	2.5%	15.5%	19.2%	-44.0%	12.4%
MCPS	FY06	18,743	1,118,461,110	262,770,694		1,381,231,804
	FY07	19,358	1,191,197,750	295,790,297		1,486,988,047
	% Change	3.3%	6.5%	12.6%		7.7%
College	FY06	1,519	106,783,993	19,940,043		126,724,036
	FY07	1,588	116,320,210	22,503,407		138,823,617
	% Change	4.6%	8.9%	12.9%		9.5%
MNCPPC	FY06	867	52,748,900	13,321,100		66,070,000
	FY07	878	56,509,300	15,384,900		71,894,200
	% Change	1.4%	7.1%	15.5%		8.8%
TOTAL	FY06	29,351	1,710,554,077	480,802,827		2,237,322,790
	FY07	30,254	1,863,476,436	553,964,434		2,443,169,994
	% Change	3.1%	8.9%	15.2%		9.2%

Source: Council Staff Director Memorandum to County Council, April 18, 2006, page ©58

This multi-agency table in the Council Staff Director's memorandum to the Council provides summary personnel data on tax supported workyears for County Government, MCPS, Montgomery College, and M-NCPPC.

Key Personnel Questions Answered by this Exhibit

- What is the recommended percent change in combined workyears, wages, and benefit costs from FY06 to FY07?
- How many total workyears are recommended for tax supported funding in each agency's budget request? How do the requests for the upcoming year compare to approved current year workyears?
- How many total workyears are recommended for tax supported funding for the four agencies combined? How do the combined requests for the upcoming year compare to approved current year workyears?
- What are the costs of wages and benefits associated with each agency's budget request and how do these costs compare to the amounts approved in the current year? What is the total cost of wages and benefits associated with the combined budget requests for the four agencies and how does this compare to the total amount approved in the current year?

Government/Agency Level Exhibit #31
Multi-Agency
(Excerpt)

SCHEDULE D-1

Workforce Detailed By Type

	Actual FY05	Budget FY06	Estimated FY06	Recommended FY07	% Chg Bud/Rec
TAX SUPPORTED					
Montgomery County Government General Fund					
Full-Time Positions	5,192	5,327	5,327	5,559	4.4%
Part-Time Positions	848	838	838	882	5.3%
Workyears	5397.4	5554.2	5554.2	5789.6	4.2%
Montgomery County Government Special Funds					
Full-Time Positions	1,738	1,795	1,795	1,912	6.5%
Part-Time Positions	141	126	126	130	3.2%
Workyears	2216.7	2252.7	2252.7	2378.4	5.6%
Montgomery County Public Schools Current Fund					
Full-Time Positions	0	0	0	0	—
Part-Time Positions	0	0	0	0	—
Workyears	18273.0	18744.3	18744.3	19358.1	3.3%
Montgomery College Current Fund					
Full-Time Positions	0	0	0	0	—
Part-Time Positions	0	0	0	0	—
Workyears	1474.4	1518.9	1518.9	1588.4	4.6%
Montgomery College Special Funds					
Full-Time Positions	0	0	0	0	—
Part-Time Positions	0	0	0	0	—
Workyears	0.0	0.0	0.0	0.0	—
M-NCPPC Special Funds					
Full-Time Positions	0	-1	-1	0	—
Part-Time Positions	0	0	0	0	—
Workyears	863.7	890.2	890.2	875.5	-1.7%
Total Full-Time Positions	6,930	7,121	7,121	7,471	4.9%
Total Part-Time Positions	989	964	964	1,012	5.0%
Total Workyears	28225.2	28960.3	28960.3	29990.0	3.6%
NON-TAX SUPPORTED					
Montgomery County Government Special Funds					
Full-Time Positions	219	235	235	222	-5.5%
Part-Time Positions	55	50	50	42	-16.0%
Workyears	295.4	316.5	316.5	293.3	-7.3%
Montgomery County Government Enterprise Funds					
Full-Time Positions	561	569	569	620	9.0%
Part-Time Positions	58	63	63	66	4.8%
Workyears	699.4	733.3	733.3	785.1	7.1%
Montgomery County Government Internal Service Funds					
Full-Time Positions	206	207	207	208	0.5%
Part-Time Positions	1	1	1	1	—
Workyears	228.2	231.8	231.8	239.2	3.2%
Montgomery County Public Schools Special Funds					
Full-Time Positions	0	0	0	0	—
Part-Time Positions	0	0	0	0	—
Workyears	716.8	766.6	766.6	733.6	-4.3%
Montgomery County Public Schools Enterprise Funds					
Full-Time Positions	0	0	0	0	—
Part-Time Positions	0	0	0	0	—
Workyears	611.5	621.4	621.4	631.1	1.6%
Montgomery College Special Funds					
Full-Time Positions	0	0	0	0	—
Part-Time Positions	0	0	0	0	—
Workyears	1.0	0.0	0.0	0.0	—

Source: County Executive's Recommended FY07 Operating Budget and Public Services Program;
 pages 72-1 through 72-2

Government/Agency Level Exhibit #31
Multi-Agency
(Continued)

This multi-agency table in the County Executive's Recommended Budget provides personnel data for four agencies: County Government, MCPS, Montgomery College, and M-NCPPC.

Key Personnel Questions Answered by this Exhibit
<ul style="list-style-type: none">• For each agency and the four agencies combined, how many total positions (full-time and part-time) and workyears are recommended for funding by tax supported vs. non-tax supported funding sources?• What is the allocation (by agency) of recommended positions (full-time and part-time) and workyears by the specific tax supported and non-tax supported funds?• For each agency and the four agencies combined, how do the recommended total numbers of positions (full-time and part-time) and workyears compare to last year's actual and this year's budgeted totals?• What are the percent changes in the total numbers of positions (full-time and part-time) recommended for the upcoming year compare to the numbers supported in the current year's approved budgets?

Government/Agency Level Exhibit #32

Multi-Agency

TEN-YEAR HISTORY OF COUNTY AGENCIES WORKYEARS BY FUND

	FY08 WORKYEARS	FY09 WORKYEARS	FY00 WORKYEARS	FY01 WORKYEARS	FY02 WORKYEARS	FY03 WORKYEARS	FY04 WORKYEARS	FY05 WORKYEARS	FY06 WORKYEARS	FY07 WORKYEARS
GENERAL FUND										
General Government	715.4	757.4	785.7	847.3	873.9	848.3	846.0	839.1	854.3	882.7
Public Safety	1,871.8	1,932.3	1,904.6	2,088.4	2,173.7	2,193.6	2,217.4	2,319.4	2,475.8	2,633.7
Public Works & Transportation	460.4	470.0	471.4	481.4	483.7	486.4	485.3	486.8	442.7	447.5
Health & Human Services	1,267.0	1,248.1	1,281.2	1,370.2	1,402.6	1,435.2	1,433.3	1,436.9	1,475.9	1,501.6
Culture & Recreation	388.4	407.5	421.5	430.6	427.3	416.0	406.7	401.9	403.2	412.5
Community Development & Housing	75.4	80.9	84.7	95.5	91.0	127.9	124.9	121.5	123.1	109.8
Environment	34.1	32.6	36.8	36.9	38.8	35.3	33.8	33.7	34.7	35.4
Nondepartmental Accounts	1.0	21.6	20.3	1.0	1.4	3.2	1.6	1.4	3.2	2.9
TOTAL GENERAL FUND**	4,793.5	4,952.4	5,066.2	5,351.7	5,492.4	5,559.9	5,519.0	5,640.7	5,812.9	6,026.1
SPECIAL FUNDS										
Urban Districts	25.4	25.2	27.5	32.0	41.9	44.7	49.6	51.3	56.6	57.1
Mass Transit	475.1	509.0	538.3	560.5	585.8	599.3	624.8	642.7	651.6	679.6
Fire Tax District	971.8	1,024.9	1,073.4	1,091.2	1,105.3	1,087.6	1,078.2	1,142.4	1,155.2	1,233.9
Recreation	363.0	382.3	404.4	425.6	412.0	402.9	411.6	405.4	415.7	430.1
Economic Development Fund	0.0	0.0	0.0	0.0	0.0	0.0	1.0	1.0	1.0	1.0
Cable Television	5.1	5.1	6.1	7.7	8.1	8.1	7.4	12.8	13.3	14.3
Community Use of Public Facilities	19.8	19.8	21.4	23.8	26.2	26.8	25.9	26.0	26.0	26.1
Common Ownership Communities	2.1	2.1	2.4	2.4	2.4	0.0	0.0	0.0	0.0	0.0
Landlord-Tenant Affairs	30.8	30.0	35.6	36.9	37.2	0.0	0.0	0.0	0.0	0.0
Liquor Control	236.3	255.3	268.7	273.9	274.1	286.1	292.2	293.2	321.2	342.1
Montgomery Housing Initiative	0.0	0.0	0.0	0.0	1.6	2.0	2.6	4.3	7.1	7.7
Water Quality Protection	0.0	0.0	0.0	0.0	0.0	7.0	9.0	9.0	10.0	11.5
Parking Districts	44.3	46.2	46.9	51.3	53.8	53.9	45.6	41.3	43.1	45.3
Permitting Services	174.1	174.1	174.1	175.4	183.6	186.8	189.2	190.9	191.3	215.5
Solid Waste Management	128.7	126.3	128.9	131.2	134.3	134.0	138.5	147.8	151.7	156.1
TOTAL SPECIAL FUNDS	2,476.7	2,600.3	2,737.7	2,811.9	2,866.3	2,839.4	2,875.6	2,968.2	3,043.8	3,220.3
INTERNAL SERVICE FUNDS										
Central Duplicating	26.2	26.4	27.4	27.4	26.4	26.4	28.1	27.0	29.4	30.0
Employee Health Benefit Self Insurance	0.0	0.0	0.0	0.0	0.0	0.0	8.1	8.6	9.6	9.6
Fleet Management Services	137.1	138.6	135.3	136.3	139.3	141.5	134.8	163.6	163.6	170.2
Risk Management	24.0	27.0	27.0	28.6	28.8	28.8	29.0	29.0	29.2	29.4
TOTAL INTERNAL SERVICE FUNDS	187.3	192.0	189.7	192.3	194.5	196.7	210.0	226.2	231.8	239.2
TOTAL COUNTY GOVERNMENT	7,457.5	7,744.7	7,983.6	8,355.9	8,553.2	8,596.0	8,614.6	8,837.1	9,088.5	9,485.6
MONT. COUNTY PUBLIC SCHOOLS	15,138.3	15,965.1	16,767.4	17,758.1	18,561.4	19,012.6	19,274.0	19,601.3	20,132.3	20,722.8
MONTGOMERY COLLEGE	1,191.5	1,240.0	1,338.7	1,411.8	1,451.1	1,493.9	1,556.9	1,590.9	1,636.4	1,720.4
M-NCPPC	997.4	1,068.5	1,103.8	1,147.3	1,140.2	1,140.4	1,092.8	1,086.5	1,102.4	1,102.4
GRAND TOTAL	24,784.7	26,018.3	27,193.5	28,673.1	29,705.9	30,242.9	30,538.3	31,115.8	31,959.6	33,031.2

Historical Workyears reflect the Original Approved Budget
** Includes grant workyears related to General Fund functions.

Source: County Executive's Recommended FY07 Operating Budget and Public Services Program; page 74-4

Government/Agency Level Exhibit #32
Multi-Agency
(Continued)

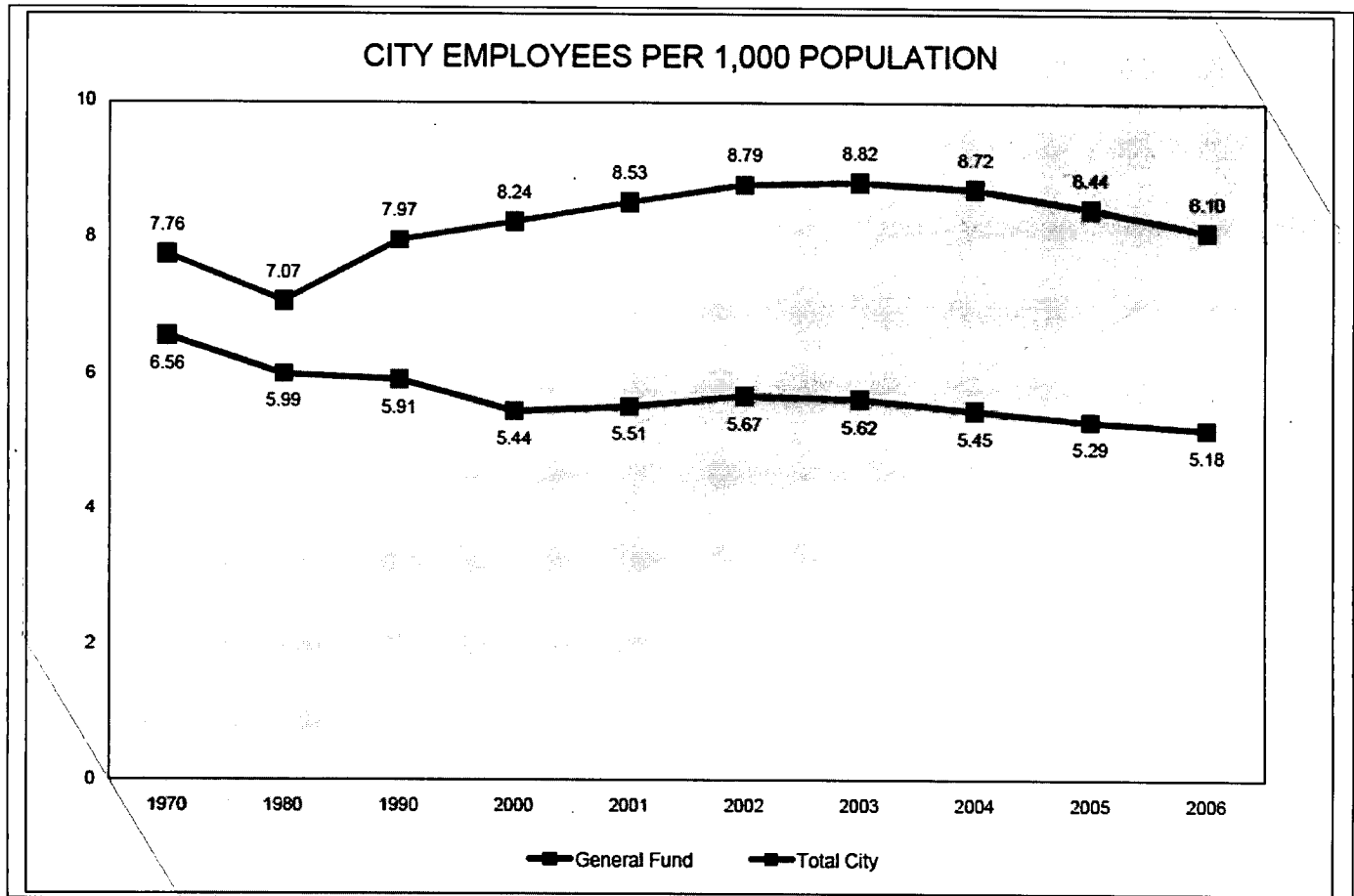
This multi-agency table in the County Executive's Recommended Budget provides detailed data on workyears (listed by functional areas and funding source) for the County Government, and summary workyear totals for MCPS, Montgomery College, and M-NCPPC.

Key Personnel Questions Answered by this Exhibit
<ul style="list-style-type: none">• How has the number of workyears approved in each agency's budget and the four agencies combined changed over the past decade?• How many total workyears are recommended for funding in each agency's budget and the four agencies combined for the upcoming fiscal year?• For County Government, how many workyears are recommended for funding in the upcoming fiscal year, listed by functional area and source of funding (General Fund, Special Funds, and Internal Service Funds)?• How has the County Government's allocation of workyears by funding source changed over the past decade?

Section II – 7:

Exhibits from Other Jurisdictions

Government/Agency Level Exhibit #33
Other Jurisdictions: City of San Diego, California



Source: City of San Diego Fiscal Year 2007 Proposed Budget; page 30

Key Personnel Question Answered by this Exhibit

- How many positions, per 1,000 population, were approved in each of the past seven years?
How do these numbers compare to 10, 20, and 30 years ago?

OLO Observation:

Montgomery County agency budget documents display between one and 15 years of personnel information. The City of San Diego budget shows the trend in the number of employees per 1,000 population over a 36-year period.

Government/Agency Level Exhibit #34 Other Jurisdictions: Miami-Dade County, Florida (Excerpt)

Department	Total Funding			Total Positions			Position Changes		
	FY 2003-04	FY 2004-05	FY 2005-06	FY 2003-04	FY 2004-05	FY 2005-06	Enhancements	Reductions	Transfers
Policy Formulation									
Mayor	3,780	3,214	3,739	41	34	39	+1	0	4
Board of County Commissioners	14,537	19,217	17,228	157	172	177	+5	0	0
County Attorney	20,057	22,141	22,853	145	147	147	0	0	0
County Manager	5,374	6,458	7,097	39	42	42	+2	-2	0
Public Safety									
Animal Services	5,979	7,336	8,474	67	67	77	+11	0	-1
Corrections and Rehabilitation	272,513	232,220	245,318	2,644	2,644	2,583	0	-58	-3
Emergency Management	3,527	2,880	7,056	24	24	24	0	0	0
Fire Rescue	232,910	265,425	328,134	1,998	2,041	2,291	+283	-11	-2
Independent Review Panel	480	520	548	5	5	5	0	0	0
Judicial Administration	62,940	27,130	31,120	485	236	250	+14	0	0
Juvenile Services	10,032	11,143	11,268	110	119	120	+1	0	0
Law Library	1,834	2,167	860	14	14	14	0	0	0
Legal Aid	2,651	3,007	3,282	42	44	42	0	-2	0
Medical Examiner	7,235	7,676	8,828	63	66	70	+4	0	0
Office of the Clerk	66,436	17,677	17,708	1,371	208	204	+1	-5	0
Police	449,452	489,128	524,026	4,485	4,485	4,399	+2	-86	-2
Capital Outlay Reserve	4,452	8,003	17,810	0	0	0	0	0	0
Non-Departmental	6,045	5,536	11,200	0	0	0	0	0	0

Source: FY 2005-2006 Adopted Budget and Multi Year Capital Plan; Attachment II-i

Key Personnel Questions Answered by this Exhibit

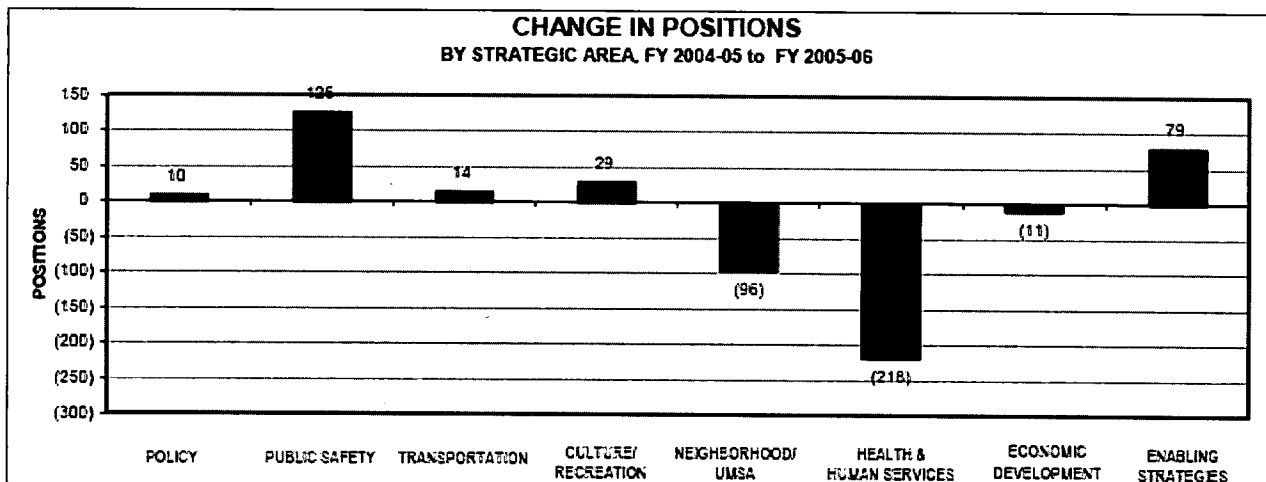
- What is the current allocation of positions to each government department?
- How many positions were approved for each department in the current year approved budget?
- What was the net change in positions from the previous to the current year for each department? How many positions in each department were created, eliminated, or transferred?

Government/Agency Level Exhibit #34
Other Jurisdictions: Miami-Dade County, Florida
(Continued)

OLO Observation:

Montgomery County agency personnel summaries only show net changes in positions or workyears. The Miami-Dade County budget document highlights how net changes were achieved by showing how many positions in each department were created, eliminated, or transferred.

Government/Agency Level Exhibit #35
Other Jurisdictions: Miami-Dade County, Florida



Source: FY 2005-2006 Adopted Budget and Multi Year Capital Plan; Attachment I-v

Key Personnel Question Answered by this Exhibit

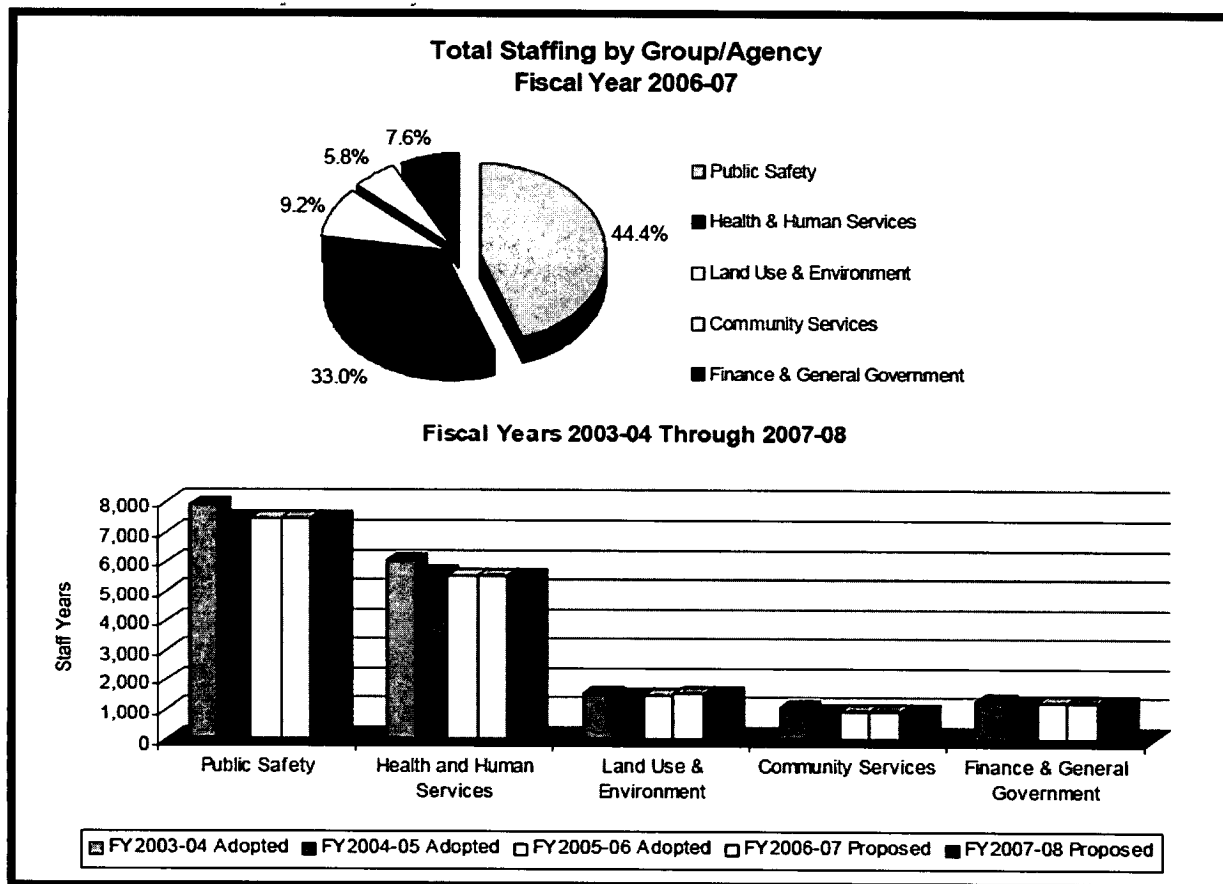
- What was the personnel change within each County Government strategic area?

OLO Observation:

Miami-Dade County provides a concise single graphic summary of the net changes in County Government positions by strategic area.

Government/Agency Level Exhibit #36

Other Jurisdictions: San Diego County, California



Source: County of San Diego CAO Proposed Operational Plan Fiscal Years 2006-2007 & 2007-2008; Page 31

Key Personnel Questions Answered by this Exhibit

- How do the number of staff years proposed for the upcoming two years compare to the number of staff years adopted for the previous three years?
- For the proposed year, what County function will occupy the largest percentage of the total number of County employees?

OLO Observation:

San Diego County displays in a single visual the allocation of positions by category both for the current year (measured as a percent of total) and for a five-year period (measured in total staff years). This combination of data in a single visual does not appear in any Montgomery County budget document.

Government/Agency Level Exhibit #37
Other Jurisdictions: Boston, Massachusetts
(Excerpt)

FY05- FY06 PTE Changes - The total net increase in FTEs from January 1, 2005 to January 1, 2006 was 66. Staffing in the majority of the departments remained at or near the levels in previous years. The City continues to use a Position Review Committee to review all postings for vacant positions. All hiring is scrutinized and approved only if it is critical and can be supported within the confines of a department's budget.

The largest change occurred in the School Department with an increase of 78 FTEs. The increased staffing was due in part to initiatives undertaken to support under-performing schools and close the achievement gap. Additionally the department hired staff in response to greater than anticipated enrollment. Conversely, the Police Department had a decrease of 25 FTEs between January 1, 2005 and January 1, 2006. The department had more civilian vacancies than anticipated. The department has filled most of the vacant Criminalist positions as part of its plan to address longstanding issues in the fingerprint lab. However, other civilian positions, such as Cadets, Clerks and Dispatchers had more vacancies than in January 2005.

Public Works had approximately 12 fewer FTEs in January 2006, including 4 more employees out on unpaid leave than the year before. The vacancies were primarily in the street cleaning program; due mainly to the timing of hiring. The Transportation Department's increase of almost 10 FTEs over last January is the result of the timing of Parking Enforcement Officer (PEO) replacement classes. The FY05 PEO class began after January 1, 2005 and the FY06 class came on in November 2005.

FY06-FY07 Projected PTE Changes - The City expects the net increase in PTE levels to be approximately 498.4 from January 1, 2006 to January 1, 2007.

The Mayor's Office Cabinet is projected to increase by 15.4 FTEs. Of that increase, 4 will be the result of a new initiative in the Mayor's Office. An Urban Mechanics Fellowship Program will be created to recruit and hire four fellows from local graduate schools. The City's Recreation Director will also be transferred from Boston Centers for Youth & Families (BCYF). The Office of New Bostonians will be fully funded with General Fund revenue resulting in an increase of 4 FTEs. Other Mayoral

departments are projected to see increases as positions which were vacant on January 1, 2006 are filled.

The increase in the Chief Operating Officer's cabinet relates to filling vacant positions in the Library Department, the Management Information Services (MIS) Department and the Human Resource Department.

The increase of 4 in the FTE count for the Finance Cabinet is the result of filling vacancies in the Assessing and Auditing Departments.

The number of Public Safety employees on the payroll as of January 1 of any year fluctuates with the timing of classes and the timing of retirements. After considering the current number of filled positions, expected retirements, and the hiring of new recruits, the net increase projected for Public Safety FTEs is 207.2. This increase also takes into consideration the transfer of a number of Municipal Police Officers from the Property and Construction Management Department to Boston Police Officer positions. Both Police and Fire will be hiring two classes of new recruits during FY07. It should be noted that on April 4, 2006 the Police Department commenced a recruit class of 71. These officers are expected to be on the street by September 2006.

Education is projected to increase by 309 FTEs from January 2006 to January 2007 due to a variety of educational dynamics, including: the expansion of kindergarten opportunities for four-year olds, targeted support for low-performing schools, addressing the increasing resource needs of students with disabilities and a specific policy to restore 1% of school budgets in FY07 following the budget reductions experienced in FY04. The restoration of school based funding has resulted in a variety of positions designed to increase student academic performance and close the achievement gap, including building capacity in data management and analysis and rebuilding critical structures to support student learning.

The Public Property Cabinet is projected to have a net decrease of approximately 67 FTEs as a result of a proposed change in the operations of the security program in the Property and Construction Management Department and the anticipated transfer of a number of Municipal Police Officers

Government/Agency Level Exhibit #37
Other Jurisdictions: Boston, Massachusetts
(Continued)

to Boston Police Department positions by January 1, 2007.

The Public Works & Transportation Cabinet, formerly called Streets, Transportation & Sanitation, is projected to have a net decrease of approximately 3 FTEs as a result of a reorganization. The renamed cabinet will have a new Office of the Chief of Public Works & Transportation that will include 20 employees formerly shown in the Public Works and Transportation Departments. The consolidation of these employees will provide a more efficient delivery of administrative, financial, technological and public information services for the departments in the cabinet. The decreases shown in the Public Works and Transportation Departments are the result of this consolidation.

The majority of the projected increase of 14.3 FTEs in the Human Services Cabinet is the result of a change in accounting for Elderly Department employees who are funded in part with external funds. The equivalent of 11 additional FTEs are now shown on the general fund budget. A portion

of their salaries will be charged to external funds but it will be based on actual time spent on a particular program during each week rather than assigning a set percentage, since that percentage may change on a week to week basis. This accounting change will help to ensure compliance with all federal and state requirements. A net increase of 3.3 is expected in Boston Centers for Youth & Families (BCYF) based on current staffing levels and the filling of vacant streetworker positions.

Staffing at the Public Health Commission (PHC) is expected to increase as of January 1, 2006 by approximately 11 FTEs in order to address several areas of concern. Additional campus police will be hired to address security issues in the property area. Heating maintenance will be brought in-house in lieu of a more expensive outside contractor. In addition, General Fund positions will be added in the Homeless Services Bureau, Research and Asthma Prevention & Control, and the Disparities Program.

Source: City of Boston FY07 Adopted Budget; pages 26-27

Key Personnel Questions Answered by this Exhibit

- What was the total adopted change in FTEs?
- In which departments did the largest increases and decreases in FTEs take place?
- What were the reasons for the most significant changes in FTEs?

OLO Observation:

The Boston budget document presents a detailed but concise narrative summary of major changes in positions and FTE's for the City Government.

CHAPTER III: DEPARTMENT/PROGRAM LEVEL BUDGET PRESENTATIONS

A. Chapter Overview

This chapter presents a series of exhibits that display summary personnel information for local government departments or programs. Sections 1 through 4 contain exhibits that present information from County agency budget and personnel documents.

Section III – 1: Montgomery County Government Departmental Exhibits

Section III – 2: Montgomery County Public Schools Departmental Exhibits

Section III – 3: Maryland-National Capital Park and Planning Commission Departmental Exhibits

Section III – 4: Washington Suburban Sanitary Commission Departmental Exhibits

Section 5 contains exhibits showing departmental or program personnel information from other jurisdictions' budget documents.

Section III – 5: Departmental Exhibits from Other Jurisdictions

B. Introduction to Exhibits

For this chapter, OLO selected exhibits that display summary personnel information at the departmental- or program-level. Each exhibit in this chapter is copied directly from a budget document. OLO did not reformat or edit any of the exhibits. OLO reproduced most exhibits in approximately the same size as they appear in their source document. In a few cases, OLO adjusted the exhibit size to fit into the format of this report.

While OLO did not edit any text, tables, or graphs that appear as exhibits in this report, OLO truncated some relatively lengthy exhibits in which the same types of information are repeated multiple times in the same format. In a few cases, this report presents only the portion of the exhibit that displays personnel information. Any exhibit that shows only a portion of the presentation from the source document is labeled as an "excerpt."

County Agency Exhibits: Sections 1 through 4 contain tables and charts found in agency budget documents that present summary personnel information for a single department or program. The exhibits in these sections are representative of the types of information and format used in the source document for other departments and programs.

This chapter does not include any exhibits from Montgomery College budget documents. The College's budget submission to the Council includes agency summary tables that indicate the number of positions by campus and program category (see pages 18 - 25). The College's budget submission does not include department level personnel information.

OLO selected County agency exhibits from budget submissions that were available to the Council during its FY07 operating budget deliberations. With the exception of the County Government Personnel Complement¹, OLO did not select County agency exhibits from documents (including approved County agency budgets) produced after the completion of Council budget deliberations.

Exhibits from Other Jurisdictions: Section 5 contains personnel exhibits from other jurisdictions. OLO chose exhibits from other jurisdictions that present a different type of information or a different presentation format than found in County agency budget documents. For other jurisdictions, OLO selected exhibits from either recommended or approved budget documents.

Additional Information: This report identifies the source document for each exhibit. Following each exhibit, OLO lists the key personnel questions answered by the information presented in the exhibit. In addition, for exhibits from other jurisdictions, OLO describes how the exhibit differs from those prepared by Montgomery County agencies.

C. Index of Chapter III Exhibits

The table below shows the page numbers for each section of this chapter. The table also lists the documents that serve as the sources for this chapter's exhibits.

Section	Report Pages	Source Document(s)
II-1 County Government	52 - 62	<ul style="list-style-type: none">• County Executive's FY07 Recommended Operating Budget• Approved FY 07 Personnel Complement
II-2: MCPS	63 - 68	<ul style="list-style-type: none">• Superintendent's FY07 Operating Budget & Personnel Complement
II-3: M-NCPPC	69 - 700	<ul style="list-style-type: none">• M-NCPPC Proposed Annual Budget Year 2007
II-4: WSSC	71 - 73	<ul style="list-style-type: none">• WSSC Proposed Budget Year 2007
II-5: Other Jurisdictions	74 - 77	Budget documents from <ul style="list-style-type: none">• City of Phoenix• City of Rockville• Salt Lake City

¹ This report includes two exhibits in Section III-1 that were taken from the County Government's Approved FY07 Personnel Complement. At the time of Council budget deliberations, the Executive's Recommended FY07 Personnel Complement was available to Council staff in electronic copy through the Office of Management and Budget (OMB) "Switchboard" application but was not available in print. After the Council approved the FY07 operating budget, OMB replaced the Recommended Personnel Complement in the Switchboard with the Approved Personnel Complement. OMB also produced a printed version of the Approved Personnel Complement. Only the Approved Personnel Complement was available to OLO during the writing of this report.

Section III – 1:

**Montgomery County Government Departmental
Exhibits**

Departmental Exhibit #38
Montgomery County Government
Department of Public Works and Transportation

Public Works and Transportation

MISSION STATEMENT

The mission of the Department of Public Works and Transportation (DPWT) programs supported by the General Fund is to ensure the safe and convenient movement of persons and vehicles on County roads; to plan, design, and coordinate development and construction of transportation, pedestrian facilities and most County facilities; to maintain the County's infrastructure; to operate and maintain the traffic signal system and road network in a safe and efficient manner; and to develop and implement transportation and public works policies to maximize efficient service delivery. The General Fund supports programs in the Division of Operations, the Division of Capital Development, the Director's Office and the Real Estate Office.

BUDGET OVERVIEW

The total recommended FY07 Operating Budget for the Department of Public Works and Transportation is \$69,879,460, an increase of \$7,879,280 or 12.7 percent from the FY06 Approved Budget of \$62,000,180. Personnel Costs comprise 52.0 percent of the budget for 747 full-time positions and 15 part-time positions for 477.5 workyears. Operating Expenses and Capital Outlay account for the remaining 48.0 percent of the FY07 budget.

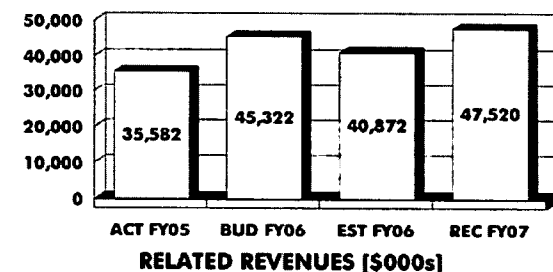
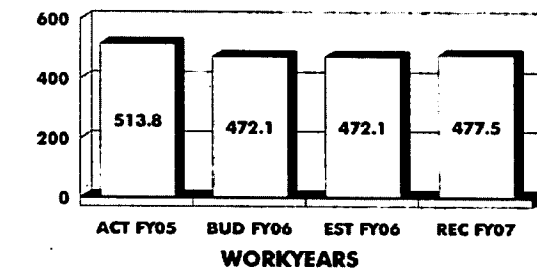
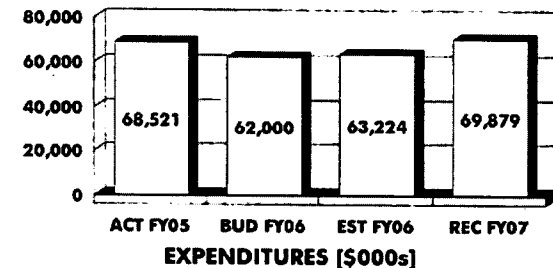
Not included in the above recommendation is a total of \$21,585,660 and 219.8 workyears that are charged to: Capital Improvements Program - CIP (\$14,490,340, 150.4 WYs); Cable Television (\$249,290, 0.5 WY); Water Quality Protection Fund (\$204,500, 2.0 WYs); Fleet Management Services, Motor Pool Internal Service Fund (\$398,000, 2.5 WYs); Liquor Control (\$260,420, 0.5 WY); Bethesda Parking District (\$44,080, 0.4 WY); Montgomery Hills Parking District (\$1,080); Silver Spring Parking District (\$44,080, 0.4 WY); Wheaton Parking District (\$7,530, 0.1 WY); Solid Waste Collection (\$92,090, 1.1 WYs); Solid Waste Disposal (\$747,960, 7.3 WYs); Vacuum Leaf Collection (\$4,325,440, 52.4 WYs); Mass Transit (\$640,850, 2.2 WYs); Bethesda Urban District (\$35,000); Silver Spring Urban District (\$25,000); and Wheaton Urban District (\$20,000). The funding and workyears for these items are included in the receiving departments' budgets.

The Debt Service for the Bradley Noise Abatement and Cabin John Noise Abatement funds is appropriated in the Debt Service fund and is, therefore, not displayed in this section. To pay for the Debt Service, a transfer of funds from the Bradley Noise Abatement fund and the Cabin John Noise Abatement fund to the Debt Service Fund of \$32,650 and \$9,320, respectively, is required. For FY07, the County Executive recommends maintaining the current tax rate of \$0.040 per \$100 of assessed value for the Bradley Noise Abatement District and \$0.001 per \$100 of assessed value for the Cabin John Noise Abatement District.

Program Summary

	Expenditures	WYs
Automation	560,420	3.5
Bridge Maintenance	189,420	1.3
Facility Engineering and Management Services	962,950	9.3
Facility Maintenance and Operations	19,919,730	111.9
Noise Abatement Districts	0	0.0
Parking Outside the Parking Districts	707,760	1.5
Central Duplicating, Imaging, Archiving & Mail Svcs.	5,148,300	30.0
Real Estate Office	913,900	7.9
Resurfacing	1,975,330	4.9
Roadway and Related Maintenance	17,546,420	166.5
Snow Removal/Wind/Rain Storms	3,297,530	26.9
Streetlighting	428,580	0.6
Traffic Planning	282,620	3.5
Traffic and Pedestrian Safety	1,067,010	6.5
Traffic Sign & Marking	2,316,100	15.7
Traffic Signals & Advanced Transportation Mgmt. Syst.	2,299,400	14.5
Trail Maintenance	50,000	0.0
Transportation Community Outreach	213,910	1.0
Transportation and Facility Planning	196,050	1.5
Transportation and Facility Design	597,410	3.5
Transportation and Facility Construction	525,940	2.9
Transportation Management and Operations	1,350,890	6.4
Transportation Policy	498,530	3.5
Tree Maintenance	3,887,180	16.0
Administration	4,944,080	38.2
Totals	69,879,460	477.5

Trends



Source: County Executive's Recommended FY07 Operating Budget and Public Services Program; page 46-1

Departmental Exhibit #38
Montgomery County Government
Department of Public Works and Transportation
(Continued)

Key Personnel Questions Answered by this Exhibit
<ul style="list-style-type: none">• How does the recommended number of workyears for the Department of Public Works and Transportation (DPWT) compare with budgeted and estimated workyears for the current year and actual workyears for the previous year?• What is the recommended allocation of DPWT workyears between full-time and part-time positions for the upcoming year?• What is the recommended allocation of workyears among each major program in DPWT for the upcoming year?• How many DPWT workyears are recommended to be charged to the capital improvement program or to other departments and funds for the upcoming year?• How does the workyear trend over a three-year period compare with the expenditure and revenue trends over the same period?

Departmental Exhibit #39
Montgomery County Government
Department of Public Works and Transportation
(Excerpt)

Administration

The Director's Office provides overall leadership for the Department, including policy development, planning, accountability, service integration, customer service, and the formation of partnerships. It also handles administration of the day-to-day operations of the department, including direct service delivery, budget and fiscal management oversight (capital and operating), training, contract management, logistics and facilities support, human resources management and information technology. In addition, administration staff coordinates the departmental review of proposed State legislation and provides a liaison between the County and WMATA. The Department consists of five divisions: the Division of Capital Development, the Division of Operations, the Division of Fleet Management Services, the Division of Solid Waste Management Services and the Division of Transit Services. The Administration program includes efforts of staff from all divisions of the Department.

FY07 Recommended Changes

- ☐ *Provide new Environmental Compliance Advisor to ensure Departmental adherence with National Pollutants Discharge Elimination System (NPDES) and pollution prevention regulations.*

	Expenditures	WYs
FY06 Approved	4,587,100	35.5
FY07 CE Recommended	4,944,080	38.2

Source: County Executive's Recommended FY07 Operating Budget and Public Services Program; page 46-7

Key Personnel Questions Answered by this Exhibit

- How does the recommended number of DPWT Office of Administration workyears for the upcoming year compare to the approved number of workyears for the current year?
- What recommended new position would contribute to the overall increase in the total workyears recommended for this Office?

Departmental Exhibit #40
Montgomery County Government
Department of Public Works and Transportation
(Excerpt)

BUDGET SUMMARY					
	Actual FY05	Budget FY06	Estimated FY06	Recommended FY07	% Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	25,386,036	22,586,560	22,849,480	24,163,850	7.0%
Employee Benefits	8,665,999	9,243,180	9,090,880	10,104,380	9.3%
County General Fund Personnel Costs	34,052,035	31,829,740	31,940,360	34,268,230	7.7%
Operating Expenses	29,727,275	25,689,100	26,659,100	30,462,930	18.6%
Debt Service Other	25	0	0	0	—
Capital Outlay	26,499	0	0	0	—
County General Fund Expenditures	63,805,834	57,518,840	58,599,460	64,731,160	12.5%
PERSONNEL					
Full-Time	701	643	643	718	11.7%
Part-Time	14	14	14	14	—
Workyears	486.8	442.7	442.7	447.5	1.1%
REVENUES					
Highway User State Aid	30,333,441	38,566,658	34,759,050	40,720,950	5.6%
Residential Parking Permits	129,522	120,710	120,710	80,000	-33.7%
Maintenance of Traffic Signals	636,167	634,700	634,700	634,700	—
Gray Courthouse: Maintenance	0	387,000	387,000	387,000	—
Strathmore: Maintenance & Utilities	0	50,000	50,000	150,000	200.0%
Rockville Visitor Parking	64,329	42,000	55,000	55,000	31.0%
County General Fund Revenues	31,163,459	39,801,068	36,006,460	42,027,650	5.6%

Source: County Executive's Recommended FY07 Operating Budget and Public Services Program;
page 46-8

Departmental Exhibit #40
Montgomery County Government
Department of Public Works and Transportation
(Continued)

Key Personnel Questions Answered by this Exhibit
<ul style="list-style-type: none">• What is the recommended number of positions and workyears for the General Fund portion of the DPWT recommended budget? What is the percent change in positions and workyears recommended for the upcoming year?• How many full-time and part-time DPWT General Fund positions and workyears are recommended for the upcoming year? How do the recommended positions and workyears compare with budgeted and estimated positions and workyears for the current year and actual positions and workyears for the previous year?• How does the recommended DPWT General Fund salaries and wages expenditure compare to the recommended DPWT General Fund benefits expenditure for the upcoming year? How do these expenditures compare to budgeted and estimated expenditures for the current year and actual expenditures for the previous year?• How do the recommended DPWT General Fund personnel costs for the upcoming year compare to budgeted and estimated personnel costs for the current year and actual personnel costs for the previous year? How do DPWT General Fund personnel costs compare with total DPWT General Fund expenditures for each year?

Departmental Exhibit #41
Montgomery County Government
Department of Public Works and Transportation
(Excerpt)

	Actual FY05	Budget FY06	Estimated FY06	Recommended FY07	% Chg Bud/Rec
Total Expenditures	68,520,626	62,000,180	63,224,020	69,879,460	12.7%
Total Full-Time Positions	729	672	672	747	11.2%
Total Part-Time Positions	15	15	15	15	
Total Workyears	513.8	472.1	472.1	477.5	1.1%
Total Revenues	35,582,123	45,321,658	40,872,320	47,520,201	4.9%

Source: County Executive's Recommended FY07 Operating Budget and Public Services Program; page 46-9

Key Personnel Questions Answered by this Exhibit

- How many full-time and part-time DPWT positions and workyears are recommended for the upcoming year? How do the recommended positions and workyears compare with budgeted and estimated positions and workyears for the current year and actual positions and workyears for the previous year?
- How does the recommended number of positions and workyears for the upcoming year compare to the budgeted and estimated numbers for the current year and actual numbers for the previous year?
- What are the recommended percent changes in positions and workyears for the upcoming year?

Departmental Exhibit #42
Montgomery County Government
Department of Public Works and Transportation

FY07 RECOMMENDED CHANGES

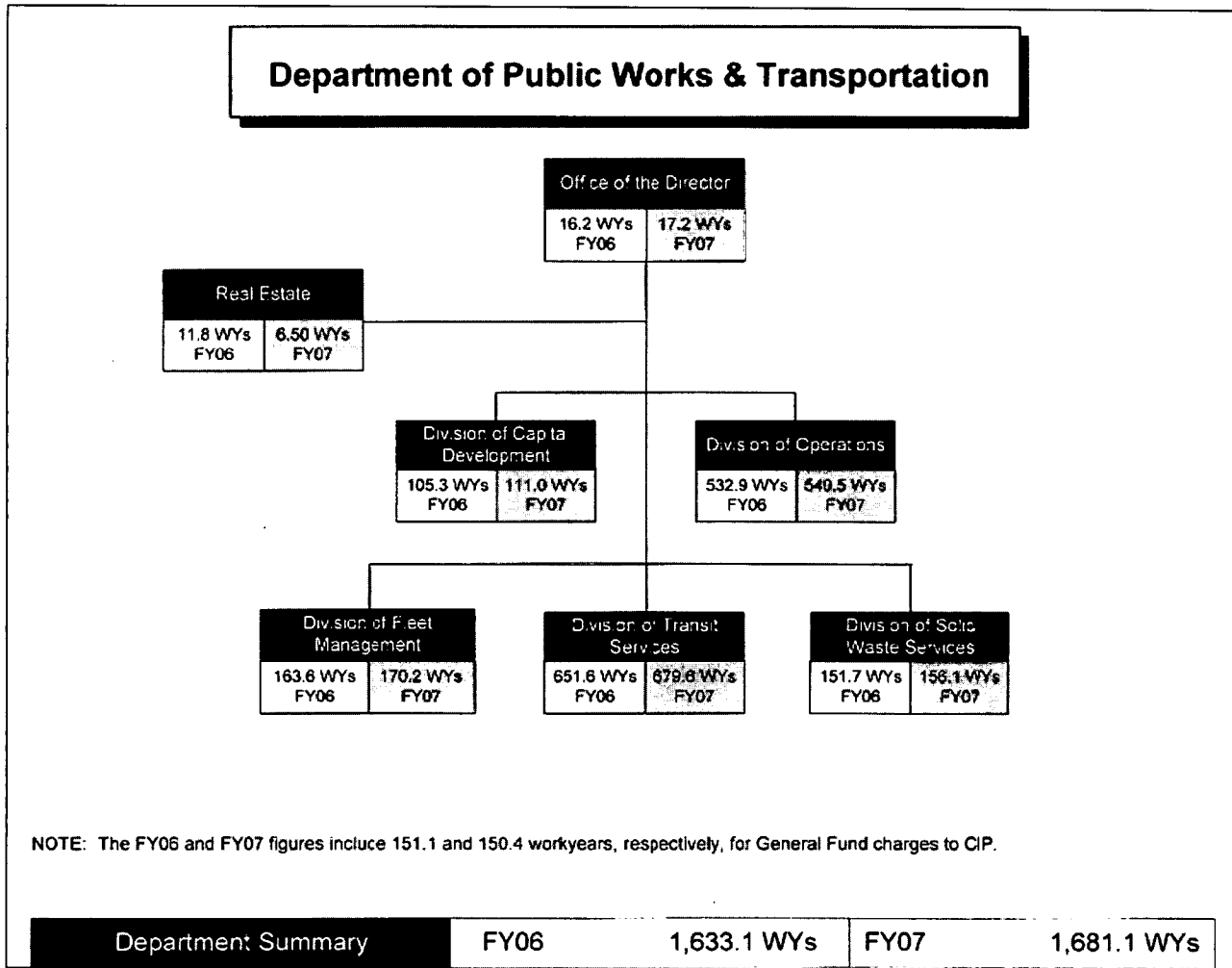
	Expenditures	WYs
COUNTY GENERAL FUND		
FY06 ORIGINAL APPROPRIATION	57,518,840	442.7
<u>Changes (with service impacts)</u>		
Enhance: Emergency tree maintenance service [Tree Maintenance]	976,400	0.0
Enhance: Maintenance of new facilities opening in FY07 [Facility Maintenance and Operations]	459,000	0.0
Enhance: Removal of foliage obstructing traffic control devices to improve driver safety [Traffic Sign & Marking]	164,000	0.0
Enhance: Maintenance of new subdivision roads or lane miles added to the County's inventory [Roadway and Related Maintenance]	110,700	0.0
Add: Environmental Compliance Advisor position to oversee adherence to NPDES Regulations and pollution prevention across DPWT divisions [Administration]	100,000	1.0
Enhance: Annualize cost for maintenance of the New Germantown Pool [Facility Maintenance and Operations]	56,790	0.0
Enhance: Maintenance of Industrial Wastewater Facilities [Facility Maintenance and Operations]	55,390	0.0
Enhance: Add Highway Inspector position (0.5 WY) to oversee Street Tree Planting Program [Traffic Sign & Marking]	34,270	0.5
Enhance: Resurface additional 5.7 rural/residential lane miles in the CIP [Resurfacing]	25,000	0.0
Add: Weed control spraying on County highways [Roadway and Related Maintenance]	22,000	0.0
Enhance: Maintenance of additional lane miles resulting from completed CIP projects [Roadway and Related Maintenance]	17,000	0.0
Enhance: Maintenance of additional traffic signals [Traffic Signals & Advanced Transportation Mgmt. Syst.]	12,000	0.0
<u>Other Adjustments (with no service impacts)</u>		
Increase Cost: FY07 Compensation	1,262,160	0.0
Increase Cost: Motor Pool Rate Adjustment	1,182,200	0.0
Increase Cost: CPI adjustment for contracts	737,260	0.0
Increase Cost: Custodial contract at living wage to provide current level of service at 81 County facilities [Facility Maintenance and Operations]	720,000	0.0
Increase Cost: Group Insurance Adjustment	581,350	0.0
Increase Cost: Retirement Adjustment	349,840	0.0
Increase Cost: Reduce personnel charges to CIP for three MLS II positions	218,900	1.5
Shift: Tree Planting Program from Environmental Protection [Tree Maintenance]	190,000	0.0
Shift: Transfer responsibility from M-NCPPC to DPWT for routine maintenance of Parks' roadways, bridges, and storm drain surfaces and other miscellaneous items and one equipment operator position [Roadway and Related Maintenance]	143,360	1.0
Increase Cost: Reduce charges to CIP - work performed is more in line with the PSP	80,710	0.9
Increase Cost: Records Management/Imaging charges	14,150	0.0
Increase Cost: Software/Hardware Maintenance Contracts	13,800	0.0
Increase Cost: Printing and mail charges	7,620	0.0
Decrease Cost: Reduce office supplies expense	-7,620	0.0
Decrease Cost: Group Insurance Adjustment	-8,800	0.0
Decrease Cost: Retirement Adjustment	-9,340	0.0
Decrease Cost: Elimination of one-time items approved in FY06	-92,850	0.0
Decrease Cost: Annualization of FY06 Personnel Costs	-202,970	-0.1
FY07 RECOMMENDED:	64,731,160	447.5

Source: County Executive's Recommended FY07 Operating Budget and Public Services Program; page 46-8

Departmental Exhibit #42
Montgomery County Government
Department of Public Works and Transportation
(Continued)

Key Personnel Questions Answered by this Exhibit
<ul style="list-style-type: none">• What is the approved DPWT workyear appropriation in the current year? How does this appropriation compare to the recommended workyear appropriation for the upcoming year?• What recommended personnel changes contribute to the recommended change in workyears? What is the cost of these recommended personnel changes?

Departmental Exhibit #43
Montgomery County Government
Department of Public Works and Transportation



Source: Approved FY07 Personnel Complement

Key Personnel Questions Answered by this Exhibit
<ul style="list-style-type: none"> What is the approved change in DPWT's total workyears? What are the approved changes in total workyears for each of DPWT's major divisions?

Departmental Exhibit #44
Montgomery County Government
Department of Public Works and Transportation

APPROVED FY07 PERSONNEL COMPLEMENT
DPW&T DEPT.OF PUBLIC WORKS & TRANS.

FY06 APPROVED								FY07 APPROVED				
Job Class	Grade	Position	WY	Salary/ Wage	Benefits	Total \$ Amount *		Position	WY	Salary/ Wage	Benefits	Total \$ Amount *
Division: 5010 DPW&T DIRECTORS OFFICE												
Section: 501001 DPW&T ADMINISTRATION												
DIR PUB WORKS & TRANSP	007915	OO	1	1.00	159,262	18,940	178,203	1	1.00	171,409	19,962	191,371
MANAGER III	000112	OM3	1	1.00	93,811	35,844	129,655	2	2.00	194,005	71,514	265,519
MANAGER II	000111	OM2	1	1.00	118,682	25,746	144,428	1	1.00	122,644	30,128	152,772
MANAGER I	000110	OM1	1	1.00	133,109	44,332	177,440	1	1.00	137,222	46,958	184,180
DIRECTOR, GO MONTGOMERY	007807	OM1	1	1.00	0	0	0	1	1.00	0	0	0
DEP DIR PUB WORKS & TRAN	007808	OM1	1	1.00	124,379	22,001	146,380	1	1.00	132,578	25,491	158,069
COMMUNITY OUTREACH MGR	000192	28	1	1.00	95,826	38,232	134,057	1	1.00	99,167	43,893	143,061
*SR INFO TECHNOLOGY SPEC	000551	28	1	1.00	91,851	23,374	115,225					
MGMT SERVICES SUPERVISOR	004477	27	3	3.00	274,117	83,343	357,460	4	4.00	356,932	124,536	481,468
INFO TECHNOLOGY SPEC III	000552	26	6	6.00	499,102	152,375	651,477	6	6.00	521,498	168,292	689,790
SR PLANNING SPECIALIST	004402	25	1	1.00	83,091	26,774	109,865	1	1.00	85,988	30,503	116,491
ADMINISTRATIVE SPEC III	000150	23	1	1.00	75,587	30,077	105,664	1	1.00	78,224	35,284	113,509
INFO TECHNOLOGY SPEC II	000553	23	3	3.00	226,379	102,412	328,791	3	3.00	237,020	122,714	359,734
INFO TECHNOLOGY TECH III	000555	19	1	1.00	64,094	21,500	85,594	1	1.00	66,075	24,625	90,701
SENIOR EXEC ADMIN AIDE	009268	18	1	1.00	59,730	27,020	86,750	1	1.00	61,813	30,373	92,185
EXECUTIVE ADMIN AIDE	009272	17	1	1.00	49,162	13,223	62,385	1	1.00	52,464	12,988	65,452
OFFICE SERVICES COORD	009273	16	2	2.00	90,794	19,927	110,721	2	2.00	96,878	22,709	119,587
Subtotal Full Time:			27	27.00	2,238,975	685,121	2,924,095	28	28.00	2,413,917	809,971	3,223,888
*PLANNING SPECIALIST III	004403	23	1	0.50	37,793	13,802	51,595	1	0.50	39,112	14,463	53,575
Subtotal Part Time:			1	0.50	37,793	13,802	51,595	1	0.50	39,112	14,463	53,575
FY06 APPROVED								FY07 APPROVED				
Job Class	Grade	Position	WY	Salary/ Wage	Benefits	Total \$ Amount *		Position	WY	Salary/ Wage	Benefits	Total \$ Amount *
CHARGES TO DISPOSAL	009931		-2.22	-179,203	-57,614	-236,817			-2.22	-194,522	-62,482	-257,004
LCT COLLECTION FUND	009932		-1.06	-84,965	-27,313	-112,281			-1.06	-92,407	-29,682	-122,088
LESS LAPSE	009933		-0.03	-1,743	-574	-2,317			-0.03	-1,743	-574	-2,317
LESS CHARGES TO OTHERS	009936		-2.02	-153,761	-49,434	-203,195			-2.02	-165,871	-53,279	-219,150
LESS CHARGES TO MASS TRAN	009937		-2.00	-204,300	-70,247	-274,547			-2.00	-211,647	-75,025	-286,672
CHARGES TO PARKING FUND	009962		-0.90	-72,225	-20,584	-92,809			-0.90	-75,684	-19,822	-95,506
CHARGES TO DOT-GEN FUND	009964		-3.10	-246,009	-79,660	-325,669			-3.10	-254,521	-86,569	-341,090
Subtotal Other:			-11.33	-942,205	-305,429	-1,247,634			-11.33	-996,395	-327,433	-1,323,828
Section Total:		28	16.17	1,334,563	393,493	1,728,056		29	17.17	1,456,635	497,001	1,953,636
Division Summary												
Total Full Time:		27	27.00	2,238,975	685,121	2,924,095		28	28.00	2,413,917	809,971	3,223,888
Total Part Time:		1	0.50	37,793	13,802	51,595		1	0.50	39,112	14,463	53,575
CHARGES TO DISPOSAL			-2.22	-179,203	-57,614	-236,817			-2.22	-194,522	-62,482	-257,004
CHARGES TO DOT-GEN FUND			-3.10	-246,009	-79,660	-325,669			-3.10	-254,521	-86,569	-341,090
CHARGES TO PARKING FUND			-0.90	-72,225	-20,584	-92,809			-0.90	-75,684	-19,822	-95,506
LCT COLLECTION FUND			-1.06	-84,965	-27,316	-112,281			-1.06	-92,407	-29,682	-122,088
LESS CHARGES TO MASS TRANSIT			-2.00	-204,300	-70,247	-274,547			-2.00	-211,647	-75,025	-286,672
LESS CHARGES TO OTHERS			-2.02	-153,761	-49,434	-203,195			-2.02	-165,871	-53,279	-219,150
LESS LAPSE			-0.03	-1,743	-574	-2,317			-0.03	-1,743	-574	-2,317
Division Total:		28	16.17	1,334,563	393,493	1,728,056		29	17.17	1,456,635	497,001	1,953,636

Source: Approved FY07 Personnel Complement; page 202

Departmental Exhibit #44
Montgomery County Government
Department of Public Works and Transportation
(Continued)

Key Personnel Questions Answered by this Exhibit
<ul style="list-style-type: none">• How do the approved numbers of positions and workyears for the current year in the DPWT Director's Office compare with the approved numbers of positions and workyears for the previous year?• How do the approved allocations of positions and workyears by position title for the current year compare to the approved allocations for the previous year?• How do the approved salary/wages and benefits dollar amounts for the current year compare with the approved salary/wages and benefits dollar amounts for the previous year?• What are the approved charges to other departments and funds for the current year and the previous year? What are the assumed lapse rates for the current year and the previous year?

Section III – 2:

**Montgomery County Public Schools Departmental
Exhibits**

**Departmental Exhibit #45
Montgomery County Public Schools
Office of Human Resources**

**Office of Human Resources
Summary of Resources
By Object of Expenditure**

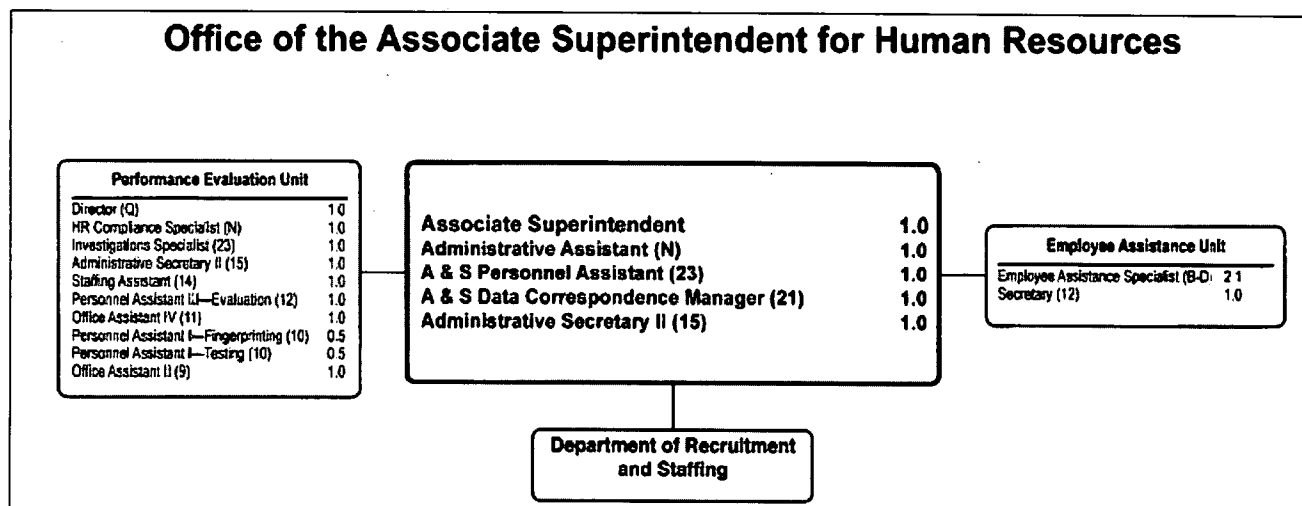
OBJECT OF EXPENDITURE	FY 2005 ACTUAL	FY 2006 BUDGET	FY 2006 CURRENT	FY 2007 BUDGET	FY 2007 CHANGE
POSITIONS					
Administrative	15,000	15,000	15,000	15,000	
Professional	2,100	2,100	2,100	2,100	
Supporting Services	34,500	34,500	34,500	34,500	
TOTAL POSITIONS	51,600	51,600	51,600	51,600	
01 SALARIES & WAGES					
Administrative	1,711,525	\$1,667,628	1,667,628	1,737,186	69,558
Professional	181,574	190,951	190,951	202,831	11,880
Supporting Services	1,793,201	1,893,368	1,893,368	2,030,050	136,682
TOTAL POSITION DOLLARS	3,686,300	3,751,947	3,751,947	3,970,067	218,120
OTHER SALARIES					
Administrative					
Professional	106,473	130,049	130,049	126,849	(3,200)
Supporting Services	176,226	142,555	142,555	147,573	5,018
TOTAL OTHER SALARIES	282,699	272,604	272,604	274,422	1,818
TOTAL SALARIES AND WAGES	3,968,999	4,024,551	4,024,551	4,244,489	219,938
02 CONTRACTUAL SERVICES	110,412	147,383	147,383	156,983	9,580
03 SUPPLIES & MATERIALS	60,005	54,051	54,051	38,971	(15,080)
04 OTHER					
Staff Dev & Travel	13,052	13,662	13,662	15,906	2,244
Insur & Fixed Charges					
Utilities					
Grants & Other	1,294,220	2,056,670	2,056,670	2,064,218	7,548
TOTAL OTHER	1,307,272	2,070,332	2,070,332	2,080,124	9,792
05 EQUIPMENT	19,704	3,520	3,520	3,520	
GRAND TOTAL AMOUNTS	\$5,466,392	\$6,299,837	\$6,299,837	\$6,524,067	\$224,230

Source: Superintendent's Recommended FY07 Operating Budget and Personnel Complement; page 6-1

Departmental Exhibit #45
Montgomery County Public Schools
Office of Human Resources
(Continued)

Key Personnel Questions Answered by this Exhibit
<ul style="list-style-type: none">• How does the recommended number of positions for the upcoming year compare to the budgeted number of positions for the current year and actual number of positions for the previous year?• What is the current and recommended allocation of positions by type (i.e. administrative, professional, supporting services)?• How do the recommended position salaries for the upcoming year compare to budgeted amounts for the current year and actual amounts for the previous year? How do position salaries compare with total office expenditures for each year?• How much does the Office of Human Resources budget for “other salaries” (which include salaries for temporary or seasonal employees)?• How do the recommended total salaries and wages for the upcoming year compare to budgeted amounts for the current year and actual amounts for the previous year? How do total salaries and wages compare with total office expenditures for each year?

**Departmental Exhibit #46
Montgomery County Public Schools
Office of Human Resources**



Source: Superintendent's Recommended FY07 Operating Budget and Personnel Complement; page 6-4

Key Personnel Questions Answered by this Exhibit

- What is the recommended number of positions for the MCPS Office of the Associate Superintendent for the upcoming year? What are the job classifications and pay grades for these positions?
- What subsidiary departments or units are included in this office? What is the recommended number of positions for these departments or units for the upcoming year? What are the job classifications and pay grades for these positions?

**Departmental Exhibit #47
Montgomery County Public Schools
Office of Human Resources**

Office of Assoc. Supt. for Human Res. - 381/314

Matthew A. Tronzano, Associate Superintendent

Description	FY 2005 Actual	FY 2006 Budget	FY 2006 Current	FY 2007 Request	FY 2007 Change
01 Salaries & Wages					
Total Positions (FTE)	19,100	19,100	17,100	17,100	
Position Salaries	\$1,524,824	\$1,431,182	\$1,265,520	\$1,349,637	\$84,117
Other Salaries					
Supplemental Summer Employment					
Professional Substitutes					
Stipends					
Professional Part Time		104,883	104,883	101,683	(3,200)
Supporting Services Part Time		34,723	34,723	35,945	1,222
Other		81,182	81,182	84,040	2,858
Subtotal Other Salaries	203,352	220,788	220,788	221,668	880
Total Salaries & Wages	1,728,176	1,651,970	1,486,308	1,571,305	84,997
02 Contractual Services					
Consultants		19,650	19,650	29,650	10,000
Other Contractual		106,357	106,357	105,937	(420)
Total Contractual Services	84,883	126,007	126,007	135,587	9,580
03 Supplies & Materials					
Textbooks					
Media					
Instructional Supplies & Materials					
Office		14,553	14,553	14,973	420
Other Supplies & Materials		30,798	30,798	15,298	(15,500)
Total Supplies & Materials	60,005	45,351	45,351	30,271	(15,080)
04 Other					
Local Travel		12,230	12,230	14,474	2,244
Staff Development		1,432	1,432	1,432	
Insurance & Employee Benefits					
Utilities					
Miscellaneous		1,996,640	1,996,640	2,004,188	7,548
Total Other	1,259,538	2,010,302	2,010,302	2,020,094	9,792
05 Equipment					
Leased Equipment		3,520	3,520	3,520	
Other Equipment					
Total Equipment	19,704	3,520	3,520	3,520	
Grand Total	\$3,152,306	\$3,837,150	\$3,671,488	\$3,760,777	\$89,289

Source: Superintendent's Recommended FY07 Operating Budget and Personnel Complement; page 6-8

Departmental Exhibit #47
Montgomery County Public Schools
Office of Human Resources
(Continued)

Key Personnel Questions Answered by this Exhibit
<ul style="list-style-type: none">• How does the recommended number of positions for the upcoming year compare to the budgeted number of positions for the current year and actual number of positions for the previous year?• How do the recommended position salaries for the upcoming year compare to budgeted amounts for the current year and actual amounts for the previous year? How do position salaries compare with total office expenditures for each year?• How much does the Office of the Associate Superintendent for Human Resources budget for “other salaries” (which include salaries for temporary or seasonal employees)?• How do the recommended total salaries and wages for the upcoming year compare to budgeted amounts for the current year and actual amounts for the previous year? How do total salaries and wages compare with total office expenditures for each year?

Departmental Exhibit #48
Montgomery County Public Schools
Office of Human Resources

Office of Assoc. Supt. for Human Res. - 381/314

Matthew A. Tronzano, Associate Superintendent

CAT	DESCRIPTION	10 Mon	FY 2005 ACTUAL	FY 2006 BUDGET	FY 2006 CURRENT	FY 2007 REQUEST	FY 2007 CHANGE
	381 Office of Assoc. Supt. for Human Res.						
1	Associate Superintendent		1.000	1.000	1.000	1.000	
1	Q Director		1.000	1.000	1.000	1.000	
1	N Administrative Assistant		1.000	1.000	1.000	1.000	
1	N Compliance Specialist		1.000	1.000	1.000	1.000	
1	25 Personnel Specialist		1.000	1.000			
1	23 A&S Personnel Assistant		1.000	1.000	1.000	1.000	
1	23 Investigation Specialist		1.000	1.000	1.000	1.000	
1	21 A & S Data Correspondence Mgr		1.000	1.000	1.000	1.000	
1	15 Administrative Secretary II		1.000	1.000	2.000	2.000	
1	15 Personnel Assistant IV		1.000	1.000			
1	14 Administrative Secretary I		1.000	1.000			
1	14 Staffing Assistant			1.000	1.000	1.000	
1	12 Personnel Assistant III		1.000	1.000	1.000	1.000	
1	11 Office Assistant IV		1.000	1.000	1.000	1.000	
1	10 Office Assistant III		1.000				
1	10 Personnel Assistant I		1.000	1.000	1.000	1.000	
1	9 Office Assistant II		1.000	1.000	1.000	1.000	
	Subtotal		16.000	16.000	14.000	14.000	
	314 Employee Assistance Unit						
1	BD Employee Assistance Spec		2.100	2.100	2.100	2.100	
1	12 Secretary		1.000	1.000	1.000	1.000	
	Subtotal		3.100	3.100	3.100	3.100	
	Total Positions		19.100	19.100	17.100	17.100	

Source: Superintendent's Recommended FY07 Operating Budget and Personnel Complement; page 6-10

Key Personnel Questions Answered by this Exhibit	
○	What is the requested allocation of positions by employment category in the Office of the Associate Superintendent for Human Resources for the upcoming year? How does the recommended allocation of positions compare to the budgeted and current allocation for the current year and the actual allocation for the previous year?
○	How do the current and requested number of total positions for the upcoming year compare to the budgeted total for the current year and the actual total for the previous year?

Section III – 3:

Maryland-National Capital Park and Planning Commission Departmental Exhibits

Departmental Exhibit #49
M-NCPPC
Countywide Planning Division

FY07 Work Program	FY06 WY	FY07 WY	FY07 Proposed Budget
1. Environmental Planning - Countywide water, sewer and solid waste comprehensive planning input and Natural Resource Inventory production.	5.60	5.60	\$566,500
2. Transportation Planning - Highway Planning/Mandatory Referral • Elimination of 1 WY imposed lapse	11.00	11.00	\$1,097,500
3. Development Review Support	10.00	10.00	\$849,900
4. Community Based Planning Support	8.00	8.00	\$678,900
5. Historic Preservation - CBP Support, Historic Preservation Master Plan Amendments, Historic area work permits. • Administration Fund (\$596,500) • Park Fund (\$258,800)	9.80	9.80	\$845,900
6. Park Planning and Resource Analysis - Natural Resources Planning and Management, Park Planning and Design, and County-wide Trail Planning and Implementation. • In FY06, only 2 out of 3 proposed term positions were approved at 1.5 WY • .75 WY cut for functional master plan (Term position)	17.80	17.05	\$1,524,600
7. Chief - Countywide Management • Elimination of .5 WY imposed lapse	2.00	2.00	\$295,600
Chargebacks • POS (\$25,000) Park Fund • State, Local Government Preservation Grant (\$25,000) • County Contract (NDA) - (\$273,000) Administration Fund	(3.80)	(3.80)	(\$323,000)
Less Normal Lapse	(3.50)	(3.80)	
TOTAL	56.90	55.85	\$5,535,900

Source: M-NCPPC Proposed Annual Budget Fiscal Year 2007; page 210

Key Personnel Questions Answered by this Exhibit
<ul style="list-style-type: none"> • What is the recommended change in total Division workyears for the upcoming year? • How does the recommended allocation of workyears among each work program in the Countywide Planning Division for the upcoming year compare to the approved allocation for the current year? • What recommended staffing changes would cause a change in program and total Division workyears? • What are the assumed lapse rates for the current year and the previous year?

Departmental Exhibit #50
M-NCPPC
Countywide Planning Division

COUNTY-WIDE PLANNING DIVISION

Summary of Annual Comparisons By Major Object	Actual FY04	Actual FY05	Budgeted FY06	Estimated FY06	Proposed FY07
Personnel Services	\$4,573,562	\$4,862,591	\$5,470,700	\$5,470,700	\$5,663,400
Supplies & Materials	46,643	\$78,874	\$46,700	\$46,700	\$48,600
Other Services & Charges	\$102,558	\$100,617	\$168,500	\$168,500	\$146,900
Capital Outlay	\$0	\$34,195	\$0	\$0	\$0
Other Classifications	\$0	\$0	\$0	\$0	\$0
Sub Total	\$4,722,763	\$5,076,277	\$5,685,900	\$5,685,900	\$5,858,900
Chargebacks	(\$213,784)	(\$264,168)	(\$340,000)	(\$340,000)	(\$323,000)
Total	\$4,508,979	\$4,812,109	\$5,345,900	\$5,345,900	\$5,535,900
Positions/Workyears Full Time Career	52/51.75	53/52.00	55/54.00	55/54.00	54/54.00*
Positions/Workyears Part-Time Career	9/5.10	9/6.10	9/6.50	9/6.50	9/6.50
Positions/Workyears Total Career	61/56.85	62/58.10	64/60.50	64/60.50	63/60.50
Positions/Workyears Term Contract	2/1.00	3/1.00	5/2.50	5/2.50	3/1.75
Seasonal/Intermittent	0.00	3.15	1.20	1.20	1.20
Chargebacks	(3.80)	(3.80)	(3.80)	(3.80)	(3.80)
Less Normal Lapse	(0.00)	(3.00)	(3.50)	(3.50)	(3.80)
Workyears Total	54.05	55.45	56.90	56.90	55.85

Funding Sources: Administration Fund \$3,777,500 Park Fund \$1,758,400; County Contract \$273,000 POS \$25,000; Certified Local Government Preservation Grant \$25,000.

* Reflects elimination of 1 POS/WY (imposed lapse) in Admin Fund

Reflects elimination of one career and one term positions (imposed lapse) in Admin Fund

Reflects reduction of 1 POS at .75 WY Term position in Park Fund

Source: M-NCPPC Proposed Annual Budget Fiscal Year 2007; page 211

Key Personnel Questions Answered by this Exhibit

- How do the Division's recommended personnel services costs for the upcoming year compare with the budgeted and estimated costs for the current year and the actual costs for the previous two years?
- How do the recommended number of full-time career, part-time career, contract, and seasonal positions and workyears for the upcoming year compare with the budgeted and estimated totals for the current year and the actual totals for the previous two years?
- How many chargeback workyears are budgeted for the upcoming year and the current year? What was the actual workyear chargeback for the Division for the previous two years?
- What is the assumed lapse for the Division for the upcoming year and the current year? What is the actual lapse for the Division for the previous two years?

Section III – 4:

**Washington Suburban Sanitary Commission
Departmental Exhibits**

Departmental Exhibit #51
WSSC
Intergovernmental Relations Office

INTERGOVERNMENTAL RELATIONS OFFICE

	FISCAL YEAR 2005 ACTUAL				FISCAL YEAR 2006 APPROVED				FISCAL YEAR 2007 PROPOSED			
	Salaries & Wages	All Other	Total	Work-Years	Salaries & Wages	All Other	Total	Work-Years	Salaries & Wages	All Other	Total	Work-Years
Intergovernmental Relations	\$259,364	\$126,691	\$386,055	3.7	\$452,200	\$144,000	\$596,200	5.0	\$378,600	\$144,600	\$523,200	5.0
TOTAL	\$259,364	\$126,691	\$386,055	3.7	\$452,200	\$144,000	\$596,200	5.0	\$378,600	\$144,600	\$523,200	5.0

Source: WSSC Proposed Budget Fiscal Year 2007; page 6-15

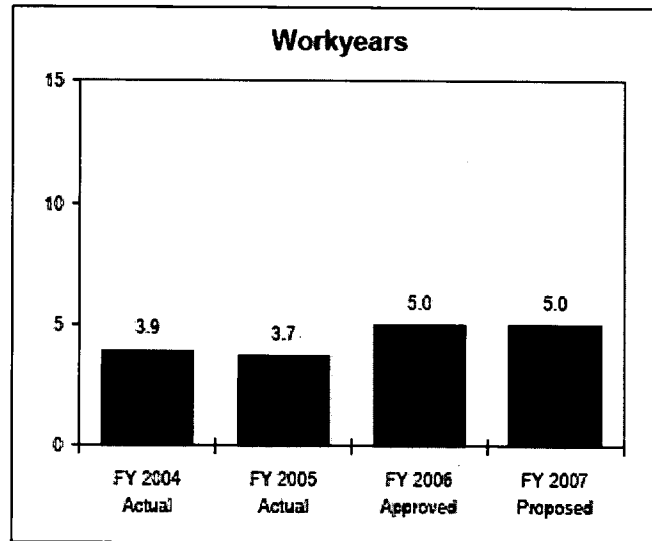
Key Personnel Questions Answered by this Exhibit

- How do the proposed salaries and wages and workyears for the Intergovernmental Relations Office for the upcoming year compare to the approved numbers for the current year and the actual numbers for the previous year?
- How do salaries and wage expenditures compare with total Office expenditures for each year?

Departmental Exhibit #52
WSSC
Intergovernmental Relations Office

INTERGOVERNMENTAL RELATIONS OFFICE

(Continued)



Source: WSSC Proposed Budget Fiscal Year 2007; page 6-16

Key Personnel Question Answered by this Exhibit

- How does the proposed number of workyears for the Intergovernmental Relations Office for the upcoming year compare with approved workyears for the current year and actual workyears for the previous two years?

Departmental Exhibit #53
WSSC
Intergovernmental Relations Office

Management and Administration

	Expenditures	Workyears
FY'05 Actual	\$386,055	3.7
FY'06 Approved	\$596,200	5.0
FY'07 Proposed	\$523,200	5.0

The objective of the Intergovernmental Relations Office is to obtain passage of the Commission's legislative agenda, increase communication with state and local governments, and increase the Commission's role in federal legislative issues.

FY'07 Major Recommended Changes: None

Source: WSSC Proposed Budget Fiscal Year 2007; page 6-18

Key Personnel Question Answered by this Exhibit

- How does the proposed number of workyears for the upcoming year compare with the current year's approved and the previous years' actual workyears?

Section III – 5:

Departmental Exhibits from Other Jurisdictions

Departmental Exhibit #54
Other Jurisdictions
City of Phoenix, Arizona

2006-2007 OPERATING BUDGET					
PROGRAM CHANGES					
PROGRAM	DEPARTMENT				DEPARTMENT NO.
Environmental Services	Public Works				70PW
DESCRIPTION	2006-2007				ADDITIONAL 2007-2008 COSTS
	REDUCTIONS		ADDITIONS		
	POSITIONS	AMOUNT	POSITIONS	AMOUNT	
Add two staff positions to the Alarms Services Team to support new alarms systems in the Water Services and Public Transit Departments. (Costs charged to the Water Services and Public Transit Departments.)			2.0	-	
Add staff to open the Citizen Service Center located within the Pecos Community Center at Pecos Rd. and 48th Street.			3.0	\$155,000	
Add a heavy auto mechanic to maintain the growing fire apparatus fleet. (Costs charged to the Fire Department.)			1.0	-	
Convert a temporary Deputy Public Works Director position to regular status to coordinate special projects including the Phoenix Convention Center expansion, the downtown ASU campus, and the TGEN/IGC Headquarters. (All but \$30,000 of the position's cost will be charged to the various capital projects.)			-	30,000	
Add an auto parts clerk to ensure the City gets full credit on warranty issues. This position will result in a net reduction of costs.			1.0	(30,000)	
Total			7.0	\$155,000	

Source: 2006-2007 Operating Budget; page 365

Key Personnel Questions Answered by this Exhibit

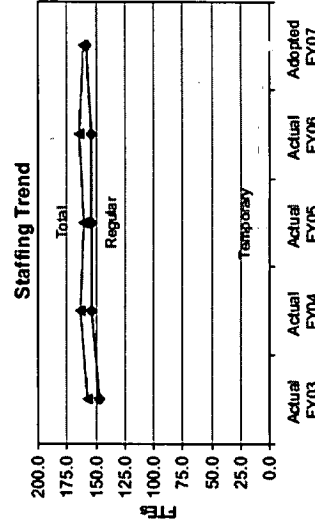
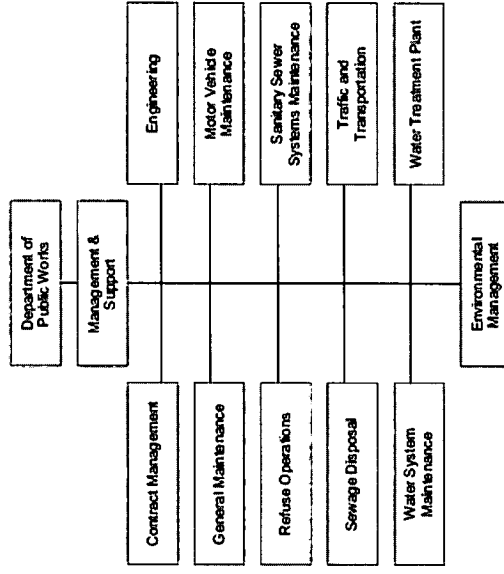
- What personnel changes took place in the Environmental Services program over the past year? What is the explanation for these changes?
- What is the net change in positions and personnel costs that resulted from the personnel additions and reductions over the past year?

OLO Observation:

Phoenix's budget document consolidates descriptions of program staffing changes, the net change in number of workyears, and the cost of the staffing changes into a single table.

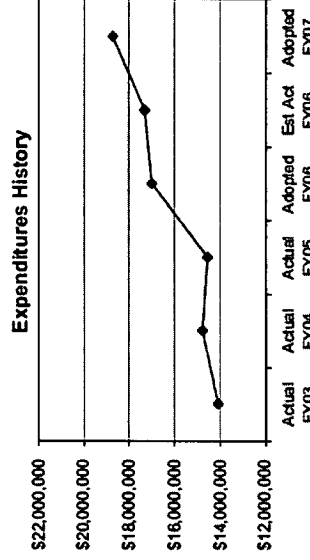
Departmental Exhibit #55 Other Jurisdictions Rockville, Maryland

Department of Public Works

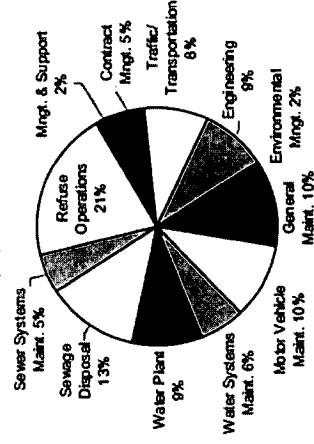


Department Mission Statement

The Department of Public Works is dedicated to delivering engineering and operational services that provide the Rockville community with pride in their city and its work force.



Use of Funds



Source: FY 2007 Adopted Operating Budget and Capital Improvements Program; page 11-1

Departmental Exhibit #55
Other Jurisdictions
Rockville, Maryland
(Continued)

Key Personnel Questions Answered by this Exhibit
<ul style="list-style-type: none">• How has the total number of FTE's changed over the past five years? How as the number of regular and temporary FTEs changed over the same time period?• How does the staffing trend over a five-year period compare to the expenditure history over the same period? <p><i>OLO Observation:</i></p> <p>The City of Rockville introduces each department's budget with an organizational chart, a staffing trends chart, an expenditure history chart, and a use of funds chart presented on a single page.</p>

Departmental Exhibit #56
Other Jurisdictions
Salt Lake City, Utah
(Excerpt)

Fiscal Year 2005-06 Position Titles	Grade	2003-04	2004-05	2005-06	Changes from FY 2004-05 to FY 2005-06
Water Quality & Treatment Administrator					
Water Quality & Treatment Administrat	005	1.00	1.00	1.00	
Water Resources Manager	613	1.00	1.00	1.00	
Water Treatment Manger	609	1.00	1.00	1.00	
Water Treatment Process Control Ana	608	1.00	1.00	1.00	
Laboratory Director	608	1.00	1.00	1.00	
Water Resources Eng/Scientist	607	1.00	1.00	1.00	
Assistant Water Treatment Manager	607	1.00	1.00	1.00	
Hydrologist	606	1.00	0.00	0.00	
Storm Water Indust. Program Coordin	605	1.00	1.00	1.00	
Hydrologist Specialist	312	1.00	1.00	1.00	
Lab Chemist	312	5.00	6.00	6.00	
Electronics Technician II	311	1.00	1.00	1.00	
Cross Connections Control Coordinatc	310	1.00	1.00	1.00	
Watershed Supervisor	309	0.00	0.00	1.00	1 Changed from Sr Watershed Patrol Officer (120)
Quality Assurance Sampler--Culinary	219	2.00	2.00	2.00	
Cross Connections Control Inspector	219	1.00	1.00	1.00	
Office Tech II	219	1.00	1.00	1.00	
Sample Management Clerk I	215	1.00	1.00	1.00	
Water Plant Operator II	123	27.00	27.00	27.00	
Senior Watershed Patrol Officer	120	5.00	5.00	4.00	1 Changed to Watershed Supervisor (309)
General Maintenance Worker II	115	2.00	2.00	2.00	
Regular PT/General Maintenance Wor	114R	0.80	0.80	0.80	
Regular PT/General Maintenance Wor	111R	0.80	0.80	0.80	
S/P.U. Maintenance Worker III		2.00	2.00	2.00	
Water Quality & Treatment Admin Total		59.60	59.60	59.60	
Full Time		56.00	56.00	56.00	
Part Time		3.60	3.60	3.60	

Source: Capital and Operating Budget Salt Lake City Fiscal Year 2005-2006; page 282

Key Personnel Questions Answered by this Exhibit

- How does the number of positions in the Office of the Water Quality and Treatment Administrator for the current year compare to the number of positions for the previous two years?
- How do the current levels of full-time and part-time positions compare to the levels from the previous two years?
- How does the allocation of positions by employment category and grade in the current year compare to the allocation from the previous two years?

OLO Observation:

The Salt Lake City staffing table includes a position specific crosswalk column that describes how specific personnel changes modify the number of positions in each job classification.

CHAPTER IV: FINDINGS AND RECOMMENDATIONS

During the annual operating budget review, Councilmembers must plough through large amounts of information in a very short amount of time. At times, it is difficult to extract from agency budget submissions the “big picture” information most relevant to the Council in its role of establishing fiscal policy, setting funding priorities, and making final appropriation decisions. In assigning this project to the Office of Legislative Oversight (OLO), the Council indicated an interest in improving how agency budget submissions present information on the size and cost of their respective workforces, which account for the largest portion of the County’s annual operating budget expenditures.

OLO compared how the five County agencies¹ (Montgomery County Government, Montgomery County Public Schools, Montgomery College, Maryland-National Capital Park and Planning Commission, and Washington Suburban Sanitary Commission) present personnel information in budget documents reviewed by the County Council. OLO also examined a sample of budget documents from other local government jurisdictions that present similar types of information.

In particular, the exhibits provided in the previous chapters illustrate how County agencies and other local governments display information relating to the:

- Total number of positions or the number of positions by job title, classification and organizational unit;
- Total number of workyears or the number of workyears by organizational unit; or,
- The cost of employee salaries and benefits.

Using the exhibits provided in this report, Councilmembers will be able to compare and contrast the different types of personnel information presented in budget documents as well as react to the different formats used to convey this information. Such a review can facilitate the Council’s discussion and requests to the County agencies on the substance and format of budget presentations that would best support the Council’s budget decision-making.

Part A of this chapter summarizes the Office of Legislative Oversight’s (OLO) findings. Part B presents OLO’s recommendations for Council action.

A. Findings

Finding #1: The annual budget submissions from the five County agencies to the County Council provide some common workforce information.

The annual budget submissions from the five County agencies all contain data on the size and cost of each agency’s respective workforce. The County Executive’s Recommended Operating Budget also includes some data on the combined workforces of the tax-supported agencies.

¹ This report uses the term “County” agencies to refer to the five major County and bi-County agencies for which funds are appropriated or for which budgets are approved by the County Council.

All five agencies provide text, tables, and charts that convey information about historic, current, and recommended future positions, workyears, and costs of salaries and benefits. Agency budget submissions also describe recommended changes in workforce size and compensation adjustments for the upcoming fiscal year.

The budget submissions of all five County agencies contain several presentations of workforce data that are similar to one another. For example, each agency's submission includes a table or chart that displays current year and recommended upcoming year workyears and personnel costs. In addition, each budget submission includes a table or chart that shows the number of approved workyears or positions dating back three or more years.

While recognizing there are some common characteristics in how personnel information is presented in the County agencies' budget documents, Findings #2 and #3 review the differences in format and content.

Finding #2: County agencies use different formats for presenting workforce information to the County Council.

Variations exist in the structure and format of each agency's budget submission to the Council. As a result, there are notable differences in how each agency presents workforce data.

- *Presentation Medium:* County agency budget submissions use a mix of text, tables, and charts to present personnel information. For example, personnel data presented by one agency in a table may be presented by another agency in text or in a chart.
- *Unit of Measurement:* County agencies use a variety of terms to describe their respective workforces. These terms include: positions, workyears, employees, merit employees, and Full-Time Equivalents (FTEs).
- *Calculation of Change:* Some agencies express changes in the size of the workforce in numeric form (the increase/decrease in the number positions or workyears); others express change in percent form (the percent change in positions or workyears compared to the previous year).
- *Years of Historic Data:* Agency budget documents use different timeframes (ranging from three years to 15 years) when showing multi-year trends in personnel data, such as the numbers of positions or workyears.
- *Level of Detail:* Agencies vary in the level of detail used in their budget submissions. For example, some agencies only present total personnel costs while other agencies show subtotals for employee salaries and benefits. Among the agency budget submissions, the Council receives documents that count positions to the tenth (one decimal), hundredth (two decimals), and thousandth (three decimals) of a position.

The variety of presentation formats and the range of content (see Finding #3) that exists across the five agencies' budget documents reflect, in part, the need to serve different audiences, including elected officials, budget analysts, and the general public.

Finding #3: The content of personnel information presented in each agency's budget submission also varies.

County agency budget documents present different types of workforce information. As a result, these documents have certain characteristics that distinguish them from one another. The following paragraphs summarize the approach used by each County agency to present personnel information.

Montgomery County Government: The County Government's annual budget submission to the County Council consists of two documents: the County Executive's Recommended Annual Operating Budget and the County Executive's Recommended Personnel Complement.

The County Government's Recommended Operating Budget contains text, tables, and charts that show agency-level personnel information including multi-year trends. This information appears in two different sections of the document: some key text and tables appear in the "Workforce/Compensation" section; a number of complementary tables appear in an appendix.

Combined, the County Government's documents contain department-level personnel information including details on the annual cost of salaries and benefits as well as total positions and workyears. The Personnel Complement includes organizational charts and also presents department level and division-level information on overtime, lapse, and personnel charges to other funds and departments.

Important program-level information (e.g., program descriptions, selected program costs) appears in the Recommended Operating Budget. However, the operating budget only lists workyears at the program-level. The reader must turn to the Personnel Complement to find additional program-level personnel information, e.g., personnel costs, position titles.

Montgomery County Public Schools: MCPS integrates its operating budget request and personnel complement into a single document. This document also includes a budget summary known as the "Citizens Budget." MCPS presents detailed agency-level personnel information in tables that show: (1) total personnel costs for all administrative, professional, and support positions; (2) a tally of the total number of positions in each of 21 job categories; and, (3) a ten-year comparison of staffing and enrollment trends.

The MCPS budget document includes an organizational chart for each department, division, and major program unit. The budget also identifies total personnel costs and lists the specific position titles for each department, division, and major program unit.

Montgomery College: Montgomery College submits an operating budget request to the Council but does not submit a personnel complement. The College's budget submission provides total personnel costs for the agency as a whole; it also identifies the number of instructor, counselor, administrator, and administrative support positions at the agency-level and at the campus-level. The College's budget document does not include an organizational chart or other department-level staffing information. The budget document includes a table that details increases and decreases in the cost of employee benefits.

Maryland-National Capital Park and Planning Commission: The Montgomery County portion of the M-NCPPC budget provides position, workyear, and personnel cost information at the agency, department, and division levels. M-NCPPC provides department-level information about the number of contract and seasonal workers. The M-NCPPC budget document contains department- and division-level organizational charts and also includes a table that displays changes in approved workyears over a 12-year period.

Washington Suburban Sanitary Commission: The WSSC budget submission provides position, workyear, and personnel cost information at the agency and department levels. The WSSC budget includes agency- and department-level organizational charts. WSSC also provides agency-level information about overtime, lapse, and salary enhancement funding levels.

Multi-Agency Information

Multi-agency budget summaries appear in the County Executive's recommended operating budget and in memoranda prepared by the Council's Central Staff. Both the County Executive and the Council have legal requirements to consider the combined fiscal impact of agency operating budgets. Section 303 of the County Charter requires that the Executive provide Council with a summary of "the fiscal implications for the County of all available budgets of any agencies for which the Council sets tax rates, makes levies, approves programs or budgets." In addition, Chapter 20 of the County Code requires that the Council approve spending affordability guidelines for the aggregate (multi-agency) operating budget.

Personnel Management Reviews

In addition to annual operating budget submissions, the five agencies also submit annual Personnel Management Reviews (PMRs) to the Council in the spring of each year. PMRs present agency-level personnel data for the most recently completed calendar year, and multi-year trends of selected workforce data.

In particular, each of the five agencies' PMR includes many tables and charts that provide information about the composition of the workforce, such as the distribution of positions by gender and ethnicity. Some of these tables and charts provide information that is relevant to the Council's annual resource allocation decisions, while other information is more directly related to overall human resource policies and practices.

Finding #4: Jurisdictions throughout the country present a range of personnel data in a variety of formats.

OLO examined budget documents from other jurisdictions and found no uniform method of presenting personnel information. In reviewing state and local government budgets, OLO came across diverse approaches regarding both the content and the format of personnel presentations. Among the noteworthy methods of presenting personnel information, OLO found that:

- The City of San Diego budget includes trend information spanning over three decades (see page 43).
- The Miami-Dade County budget document highlights how net changes were achieved by showing how many positions in each department were created, eliminated, or transferred (see page 44).
- The Salt Lake City budget includes a crosswalk that describes how specific personnel changes modify the number of position types in each department (see page 77).
- San Diego County displays in a single visual the distribution of positions by category both for the current year and for a five-year period (see page 47).
- The City of Rockville introduces each department's budget with an organizational chart, a staffing trends chart, an expenditure history chart, and a use of funds chart presented on a single page (see pages 75 - 76).
- The City of Boston budget presents a detailed but concise narrative summary of major changes in positions for the City Government (see pages 48 - 49).

B. Recommendations

This OLO report was completed and submitted to the Council in December 2006. This timing is significant in several respects:

- A new four-year Council term started this month. There are four new members of the Council, new Council leadership, and different members on each of the Council's Committees. How individual Councilmembers, Council Committees, and the Council as a whole want to approach the upcoming reviews of the agencies' operating budget requests has yet to be determined.
- The five County agencies started developing their respective FY08 operating budget requests more than three months ago. By December of each year, agency management has already made numerous FY08 budget decisions and agency budget staff have started to package these decisions for submission to the Council in the first quarter of Calendar Year 2007. At the current point in the budget cycle, it is not realistic to expect agencies to modify the format of their FY08 operating budget document submissions to the Council.

Before FY08 operating budget worksessions begin, OLO staff will consult with Council Committee Chairs about scheduling a pre-budget briefing on the information presented in this report. The specific purpose of such Committee sessions would be to review:

- How personnel-related data currently are presented in budget submissions, with a focus on the approach taken by the agencies/departments in each Committee's portfolio;
- The types of workforce questions that are readily answered by the current displays; and
- Examples of how other local governments present personnel data in their annual budget submissions.

The rest of this chapter outlines OLO's two recommendations for Council consideration. In sum:

Recommendation #1 suggests that the Council use the upcoming FY08 budget season as the Council's "laboratory" for assessing the sufficiency of personnel data provided in agency budget submissions. This timing will allow the Council to recommend changes to FY09 agency budget submissions.

Recommendation #2 summarizes OLO's suggestions on the types of personnel information that are most relevant to the Council in establishing fiscal policies and setting funding priorities.

Recommendation #1: Use the FY08 budget worksessions to assess whether each agency's budget submission provides personnel information in a way that sufficiently informs the Council's fiscal and policy decision-making.

OLO recommends that Councilmembers use the upcoming budget season to assess whether each agency's budget submission presents the personnel-related information that Councilmembers want for their annual policy and resource allocation decisions. Councilmembers and Council staff analysts should consider whether the content and format of the agency budget documents adequately meet the Council's information needs.

At the completion of the FY08 budget season, OLO recommends that Council Committees hold worksessions to make specific recommendation about what changes to the presentation of personnel information, if any, the Council should request in future agency budget submissions. If the Council endorses this approach, then OLO staff would consolidate each Committee's recommendations and prepare a packet for full Council consideration and approval.

OLO recommends that each Council Committee discuss, for example, what specific data and formats included in each agency's FY08 budget submission (i.e., text, tables, and charts) were most helpful in informing the Council's decisions. Councilmembers should also consider whether the data on workforce size, multi-year trends, base budget costs, and marginal costs adequately served the Council's information needs. (See Recommendation #2 for additional OLO suggestions about the type of information that may be helpful to Councilmembers.)

Council Committees should seek input from agency representatives about the types of personnel data that are available and the agencies' respective needs to report budget information to the public and other interested parties. Of course, if a Council Committee decides that an agency's budget documents provided sufficient information to meet Councilmembers' needs, then the Committee need not recommend any changes.

OLO recommends the following timeline for Council assessment of the adequacy of personnel data presented in each agency's budget documents.

January/ February 2007	OLO consults with Committee Chairs about scheduling a pre-budget briefing or worksession on the information presented in this OLO report.
March 2007	OLO prepares text for Council Staff analysts' budget packets describing the process for Council review of agency personnel information.
April/May 2007	During Committee and Council budget worksessions, Councilmembers assess the usefulness and sufficiency of agency personnel information.
June 2007	Committees hold worksessions with agency representatives to recommend what changes, if any, the Council should request in agency budget submissions.
July 2007	OLO consolidates Committee recommendations and prepares a packet for full Council consideration and approval.

Recommendation #2: The Council should request personnel-related information from the agencies that assists the Council establish fiscal policies, set funding priorities, and determine bottom-line appropriation levels.

By law, the Council establishes fiscal policy, sets funding priorities, and decides annual appropriation levels for County-funded agencies. OLO recommends that the Council should seek information from the agencies that, consistent with this role, supports the Council's informed decision-making. With respect to personnel-related decision-making, OLO offers the following suggestions for Council budget information requests:

- Budget submissions should not focus exclusively on the marginal changes in personnel but should also inform the Council about the personnel costs associated with continuing existing programs.
- Agency justification for new positions should explain how these increases would affect service delivery for existing programs.

- When proposing a new initiative, agencies should identify opportunities to fund the initiative through reallocation of existing personnel resources rather than exclusively through the addition of new personnel resources.
- The Council should request personnel information that relates to topics that the Council expects to discuss during budget deliberations (or at subsequent worksessions).
- The Council should request personnel information that identifies budget cost drivers, that is, the policies, externalities, and other factors that most significantly influence agency funding requests.
- The Council should seek information related to personnel decisions that affect relatively large portions of an agency's budget.

The Council should encourage agencies to produce budget documents that serve multiple audiences while also accommodating the fiscal and data management requirements of the agency. The Council's goal should not necessarily be to require identical budget submissions from each agency.

Budget documents provide information to multiple audiences. Each audience may seek different types of information. In addition, each agency generates budget documents using distinct fiscal and data management systems developed to serve the particular needs of that agency.

The Council's goal should not necessarily be to require identical agency budget submissions. Rather, the Council should indicate to each agency the core information necessary for the Council to make informed budget decisions consistent with the authority granted by State law and the County Charter and Code. The Council may request different types of information from each agency, but also ask for certain comparable data sets to facilitate the development of multi-agency analyses. Finally, responses to Council information requests need not necessarily appear in budget documents but may appear in supplemental information submitted to the Council.

APPENDIX

OLO reviewed budget documents from the following 53 jurisdictions (listed in alphabetical order):

Alexandria, VA
Arlington County, VA
Atlanta, GA
Austin, TX
Baltimore, MD
Baltimore County, MD
Boston, MA
Charleston, SC
Charlotte, NC
Dallas County, TX
Dallas, TX
Denver, CO
Fairfax City, VA
Fairfax County, VA
Gaithersburg, MD
Hennepin County, MN
Houston, TX
Howard County, MD
Indianapolis, IN
King County, WA
Los Angeles County, CA
Madison, WI
Maricopa County, AZ
Mecklenburg County, NC
Miami-Dade County, FL
New York City, NY
Orange County, CA

Philadelphia, PA
Phoenix, AZ
Portland, OR
Prince George's County, MD
Prince William County, VA
Richmond, VA
Rockville, MD
Salt Lake City, UT
San Diego County, CA
San Diego, CA
Savannah, GA
Seattle, WA
Snohomish County, WA
State of Arizona
State of California
State of Florida
State of Maryland
State of New Jersey
State of Texas
State of Vermont
State of Virginia
State of Wisconsin
Suffolk, VA
Washington, DC
Wayne County, MI
Westchester County, NY

This report includes exhibits from budget documents produced by jurisdictions listed above in **bold**. OLO chose these exhibits because they include content or a format unlike those found in County agency budget documents.